

**Annual Report 2000** Activity Report

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**Illustration concept** The full-page illustrations reflect the innovative power of Schindler and ALSO, while the pictures in the text show new installations and events from the year's business activities.

Works of young artists enliven our business premises. We present examples of their work on the back covers of our annual reports.

# Activity Report 2000

of the Board of Directors of  
Schindler Holding Ltd.,  
CH-6052 Hergiswil NW, Switzerland,  
to the Ordinary General Meeting  
of April 9, 2001

73rd Financial Year



# Key figures 2000

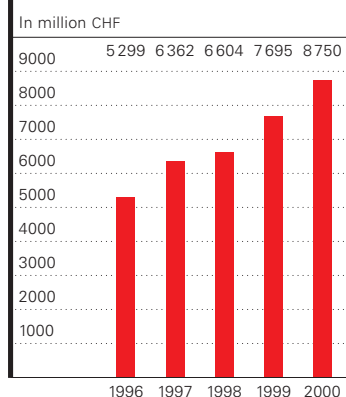
## Group

	1999	2000	
	Mio. CHF	Mio. CHF	Δ in %
Orders received	7 695	<b>8 750</b>	+13.7
Operating revenue	7 657	<b>8 530</b>	+11.4
Operating profit	382	<b>422</b>	+10.5
Operating profit as % of operating revenue	5.0	<b>4.9</b>	
Profit before minority interests	258	<b>303</b>	+17.4
Net profit	238	<b>299</b>	+25.6
Capital expenditure	158	<b>157</b>	-0.6
Shareholders' equity	1 185	<b>1 317</b>	+11.1
Personnel at end of year (Number)	43 559	<b>43 334</b>	-0.7

## Dividends proposed by the Board of Directors of Schindler Holding Ltd.

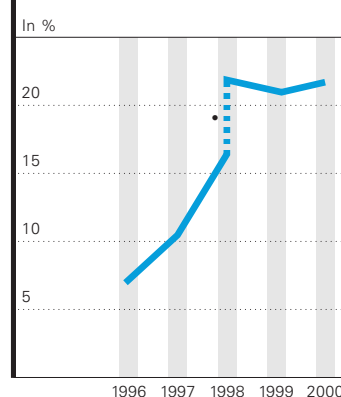
	1999	2000	
	CHF 45.–	<b>CHF 50.–</b>	+11.1
Registered share			
Bearer participation certificate	CHF 45.–	<b>CHF 50.–</b>	+11.1

### Orders received



For additional key figures please refer to page 50 and 56 of this Activity report

### Return on equity ROE



• 1998: IAS restatement

**The presentation of SchindlerEuro-Lift was one of the highlights of the 2000 business year. Car in glass and stainless steel, polished to a mirror finish**



Karrier Nr. 31588  
In Betrieb seit  
2004/05  
Nach der letzten der Wartung wird  
automatisch eine Sprachansage mit  
der Grundlastzeit von Schindler gegeben

**Schindler**  
**1000 kg**  
**13 Pers.**

Bewältigung im  
Brandfall verboten







# Progress despite many hurdles

## Fluctuating between positive and negative events

The launch of Schindler *EuroLift* was one of the high points of the reporting year and another was the presentation of the fully synthetic elevator rope, Schindler *Aramid*. On the other hand, the unexpectedly sharp slump in ALSO's systems business was an unwelcome surprise. Between these two important events were a number of exceptional situations which prevented operating performance from improving as rapidly as hoped. Even so, the Group's consolidated net profit climbed by 25.6% from the previous year (profit before minority interests +17.4%).

Although the Group has been pursuing ecological objectives for many years, Schindler's environmental performance is presented for the first time in a special chapter of this Activity Report (see page 60). The major progress achieved with product innovations in recent years, and the fact that the Group's Corporate Technology and Supply Management was awarded the ISO 14001 certificate at the end of 2000, provided the stimulus to report regularly on environmental aspects from now on.

The scope of consolidation for the reporting year was unchanged relative to the end of 1999. The previous year's consolidation already included the acquisition during that year of Elevadores Atlas, which has since been given unconditional approval by the Brazilian competition authorities. The reporting year was the first year that company contributed to the profit and loss account for 12 months (prior year 7 months).

## Operational improvement below expectations

In the year under review, the Schindler Group increased its operating revenue from CHF 7 657 million to CHF 8 530 million. The increase of 11.4% was derived approximately half from internal growth, as well as from the positive effects of exchange rates and the first full-year consolidation of Atlas.

Consolidated operating profit rose by 10.5% from CHF 382 million to CHF 422 million. The operating margin stagnated at 4.9% (previous year 5.0%). One of the reasons for this was at ALSO, where the unexpectedly sharp slump in the systems business caused the margin to drop from 2.2% to 0.3%. On the other side, the EBIT margin from elevators and escalators rose from 5.7% to 6.3%. The target margin of 7.0% could therefore not be reached. However, in this connection, it is appropriate to mention the following: leaving aside extraordinary expenses at the China-Schindler Elevator subsidiary, and at the factory in Schlatt, Switzerland, which will be closed at the end of June, 2001, the EBIT margin was 6.9%.

**SchindlerAramid, the first fully synthetic elevator rope, revolutionizes the entire elevator system. One rope is made from around 300 000 filaments**



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Net income from financing and investing activities improved from CHF –57 million in the previous year to CHF –48 million. Although the full amount of interest on the debenture issued in the previous year (CHF 450 million net) was paid in the reporting year, higher interest income and a considerably better result from foreign currency transactions brought an improvement overall.

### Higher consolidated net profit

Consolidated net profit for 2000 closed at CHF 299 million, which was 25.6% higher than the previous year's value of CHF 238 million. The profit margin rose from 3.1% to 3.5%.

Consolidated cash flow rose by 26.7% from the previous year's CHF 329 million to CHF 417 million. Consolidated orders received grew in the reporting year by 13.7% (at constant exchange rates by 10.0%) to CHF 8 750 million (previous year CHF 7 695 million). At the end of 2000 the consolidated order backlog had risen by 0.6% (1.8% in local values) from the previous year's value of CHF 3 689 million to CHF 3 713 million.

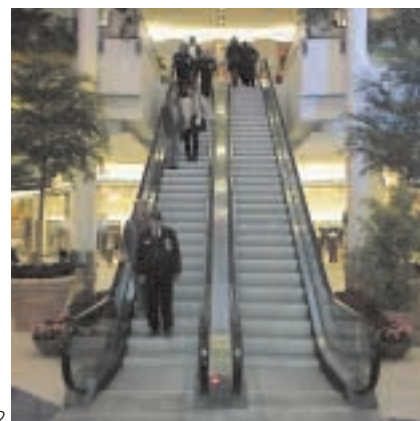
The number of employees fell by 320 to 43 334 at the end of 2000.

### Dividend and capital structure of Schindler Holding Ltd.

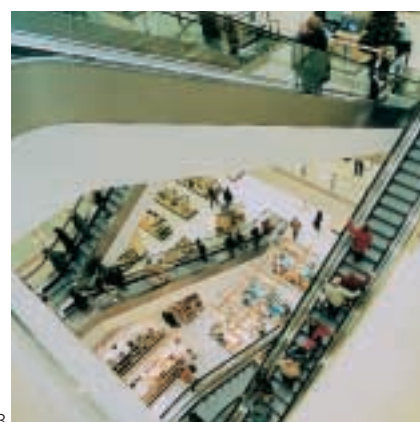
Schindler Holding Ltd. closed the reporting year 2000 with a net profit of CHF 104 million (previous year CHF 95 million). The coming Annual General Meeting will be requested to approve payment of a dividend increased CHF 5.– compared to the previous year to CHF 50.– per registered share and bearer participation certificate.

Jeffrey M. Cunningham, Member of the Board of Directors, whose term of office expires in 2001, will not stand for re-election. The Board of Directors thanks Mr. Cunningham for his valuable contribution.

At the Annual General Meeting on May 8, 2000, it was decided to reduce the share and bearer participation certificate capital by a total of 1.7% by eliminating the securities acquired within the scope of the repurchase program by that date. It was also agreed at the meeting to make a partial repayment of the nominal value of the registered shares and bearer participation certificates of CHF 15 each, and to reduce the capital correspondingly. These two changes came into force



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on July 27, 2000. Details of the present capital structure are given on page 56 of the Activity Report.

The program to repurchase a maximum of 6% of the total nominal capital extended until March 30, 2001, has been further prolonged until 29 March, 2001, subject to approval of the Swiss Takeover Board.

**1 Schindler 9500 moving walks at Fiumicino Airport, Rome, Italy**

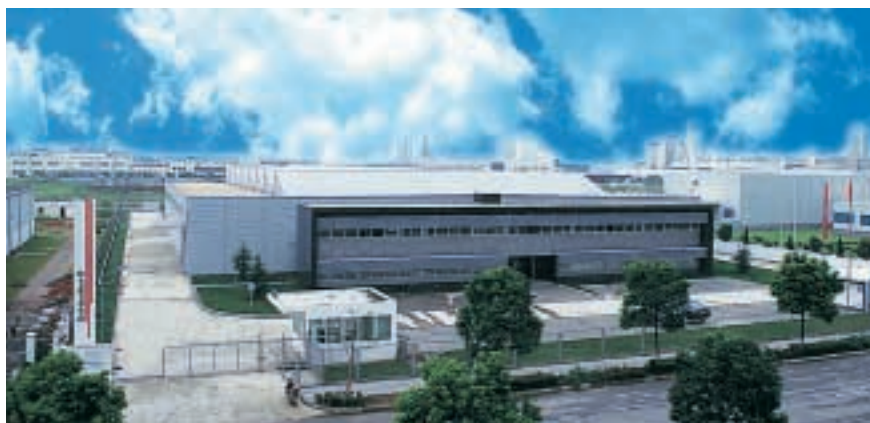
**2 Polus City retail center with 4 moving walks and 2 escalators, Bratislava, Slovakia**

**3 Schindler 9300 escalators in the John Lewis Partnership department store at West Quai, Southampton, England**





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For the benefit of shareholders, it will be proposed to the Annual General Meeting on April 9, 2001, to make a further reduction in the nominal value of the registered shares and bearer participation certificates from the present CHF 85 to CHF 50 by corresponding repayment of CHF 35 per share and participation certificate, with subsequent reduction of the capital.

### **Progress in the elevators and escalators business**

In the elevators and escalators business operating revenue grew by 11.2% from CHF 5 996 million to CHF 6 669 million. Operating profit increased by 23.4% from CHF 422 million (previous year CHF 342 million). This caused the operating margin to climb from 5.7% to 6.3%, but it still fell short of the target level of 7.0%. As already stated, leaving aside extraordinary expenses in China and at the Swiss factory in Schlatt, the operating margin was 6.9%.

However, the overall operating performance of the elevators and escalators business has substantially improved, as the profit before interest, taxes, and depreciation (EBITDA) indicates: this increased by 27% from CHF 482 million to CHF 612 million, and the margin from 8.0% to 9.2%.

### **Success with new products**

The new products met with widespread acceptance in the market. Orders received for elevators and escalators increased by 13.7% (at constant exchange rates 8.8%) from CHF 6 028 million to CHF 6 852 million.

Demand in the European elevator markets was quite brisk. In these markets, machine room-less commodity elevators continued to gain importance. The Schindler*Smart* MRL line of elevators matches this development very well. In North America, demand for the Schindler 321 A hydraulic elevator and the new Schindler 9300 escalator con-

**1 Mail commercial center in Hay Ryad, Rabat, Morocco**

**2 New factory for electronic controls, Schindler Electronic (Suzhou) Co. Ltd., Suzhou, China**



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tinued unabated and led to higher market shares. The successful establishment of the new Brazilian company, Atlas Schindler, brought about a clear consolidation of Schindler's market position throughout South America. In Asia/Pacific demand remained stable overall, although competitive pressure increased further. In this climate, Schindler, with its new lines of elevator and escalator products, has positioned itself well in all relevant segments of the market.

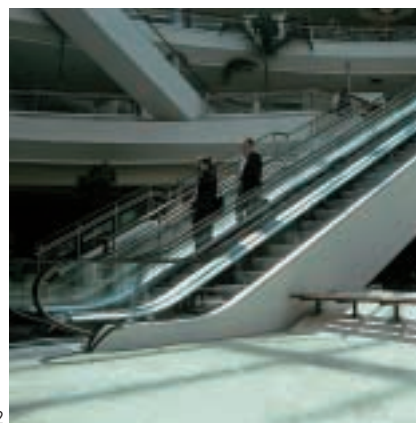
### Still no. 1 in escalators

Thanks to the completely renewed product range, which covers all market needs from department stores to airports, Schindler was able to expand its leadership position in the worldwide escalators business. Following the start-up of manufacturing in Brazil, Schindler can today produce escalators in identical quality in South and North America, Europe, and Asia. In the third quarter, the first Schindler 9700 escalator, the new product line specially designed for the transportation segment, was installed in Vienna's Enkplatz subway station.

### Innovation heightens competitiveness

The company's innovative power is undiminished. New products are being brought onto the market in rapid succession. Specially designed for their target markets, they increase customer benefits at the same time as being environmentally friendlier. And they bring about rejuvenation, homogenization, and simplification of both the product range and the processes. Innovation is therefore decisive for sustainably improving the company's competitiveness.

An array of new products was launched in the reporting year: one of these was a world premiere – Schindler*Aramid*, the first fully synthetic elevator rope. Due to its special characteristics it revolutionizes the elevator system. In this connection a first supply contract was signed with Mitsubishi Electric. Other innovations are new elevator lines: the Schindler*EuroLift* for the mid-range market segment, which contains numerous technological



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innovations, the Schindler 500 P for mid- to high-rise buildings, and the new design variants of the successful Schindler*Smart* MRL elevator family. The Miconic 10 hall call desti-

**1 Moving walks at John F. Kennedy Airport, New York, USA**

**2 Parque Duraznos retail center with 14 escalators and 4 elevators, Mexico City, Mexico**

**3 Luxurious "Le France" commercial center, 12 elevators, Neuilly-sur-Seine, France**



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nation system was developed further, and enhanced with the LiftLoc building security system. The only one of its type in the world, this elevator control system provides handicapped passengers with special advantages: it recognizes blind passengers, for example, by their magnetic elevator cards, and voice-announces the car they should take. Passengers with walking difficulties or in wheelchairs can use their elevator cards or press a special button to order a "taxi ride" and make the elevator doors stay open longer. There is more about these innovations starting on page 12 of the Activity Report.

At the start of 2001 the new Schindler 330 A hydraulic elevator with fully controlled drive was introduced in the USA. The start of 2002 will see the launch of the new Schindler 700 GL program of high-performance elevators, which for the first time have worldwide compatibility.

#### **ALSO: success in distribution, slump in systems business**

ALSO had a difficult year. There were highly contrasting developments in the two business divisions. While the Distribution Division



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sion followed up on the previous year's good result and continued its positive development, in the Systems Division there was an unexpected sharp slump in business with large customers. ALSO nevertheless increased its turnover by 12.0% to CHF 1 861 million in the year under review. On the other hand, due to the lower level of orders in the systems business, operating profit was only just positive. It amounted to CHF 6 million (1999: CHF 36 million).

The Distribution Division again improved its market position in the reporting year, in both Switzerland and Germany. Capacity was increased decisively in both countries. The logistics center at Emmen (Switzerland) was extended, and operations started up at an additional location in Brunswick (Germany). Moreover, introduction of new software has created the conditions required for ALSO to position itself in the future increasingly as a provider of logistics services in the e-business field.

All over Europe, turnover in the large-customers segment of the industry fell unexpectedly sharply by 30 to 60 percent. This falloff in orders also made structural changes necessary at ALSO. Business recovered somewhat in the second half-year, allowing the loss in the fourth quarter to be reduced by a comparatively large extent.

**1 Panoramic elevators in El Jardin de Serrano commercial center, Madrid, Spain**

**2 Modernization contract for elevators at the headquarters of UNIDO, a member organization of UNO, Vienna, Austria**



### Outlook for the Group: justifiable optimism

The operating result in the elevators and escalators business is expected to improve further during the current year: firstly, in addition to the Schindler *Smart MRL*, the Schindler *EuroLift* and Schindler 330 A elevator lines are now adding their effect to improving the cost base, and secondly, old product lines can now be eliminated, thereby reducing the complexity of the product assortment.

Within this framework, Schindler will work very purposefully and unswervingly toward improving the income situation further and increasing the free cash flow.

The market prospects for the elevators and escalators business are as follows: In Europe, further growth will be somewhat slower for macro-economic reasons. In North America, the prospects are viewed as reasonably positive. In the core markets of South America there will be further progress toward economic recovery, but currency risks cannot be ruled out. In Asia, the pace of recovery is only increasing slowly. Impulses are expected to come primarily from residential construction and infrastructure projects. The competitive situation will become more acute generally.

For 2001 ALSO foresees further growth in turnover and a sharp improvement in profitability. For the future, there is confidence that turnover and income can be sustainably increased in view of the growing demand for logistics services in e-commerce as well as the medium-term increase in Windows 2000 projects for large companies.

Based on these assessments, and subject to unforeseeable influences on income, today's expectation is for consolidated net profit in 2001 to show a further increase relative to the reporting year.

### Thanks to employees

In the hectic preoccupation with daily business it is all too easy to forget that every day, all over the world, more than 700 million people entrust themselves to Schindler elevators and escalators. This trust is earned by employees who dedicate themselves tirelessly and dependably to the functioning and safety of those installations. In a similar way, ALSO's employees provide a high quality of logistics and support services. The Board of Directors wishes to express to them all its sincere thanks and appreciation for this great achievement.

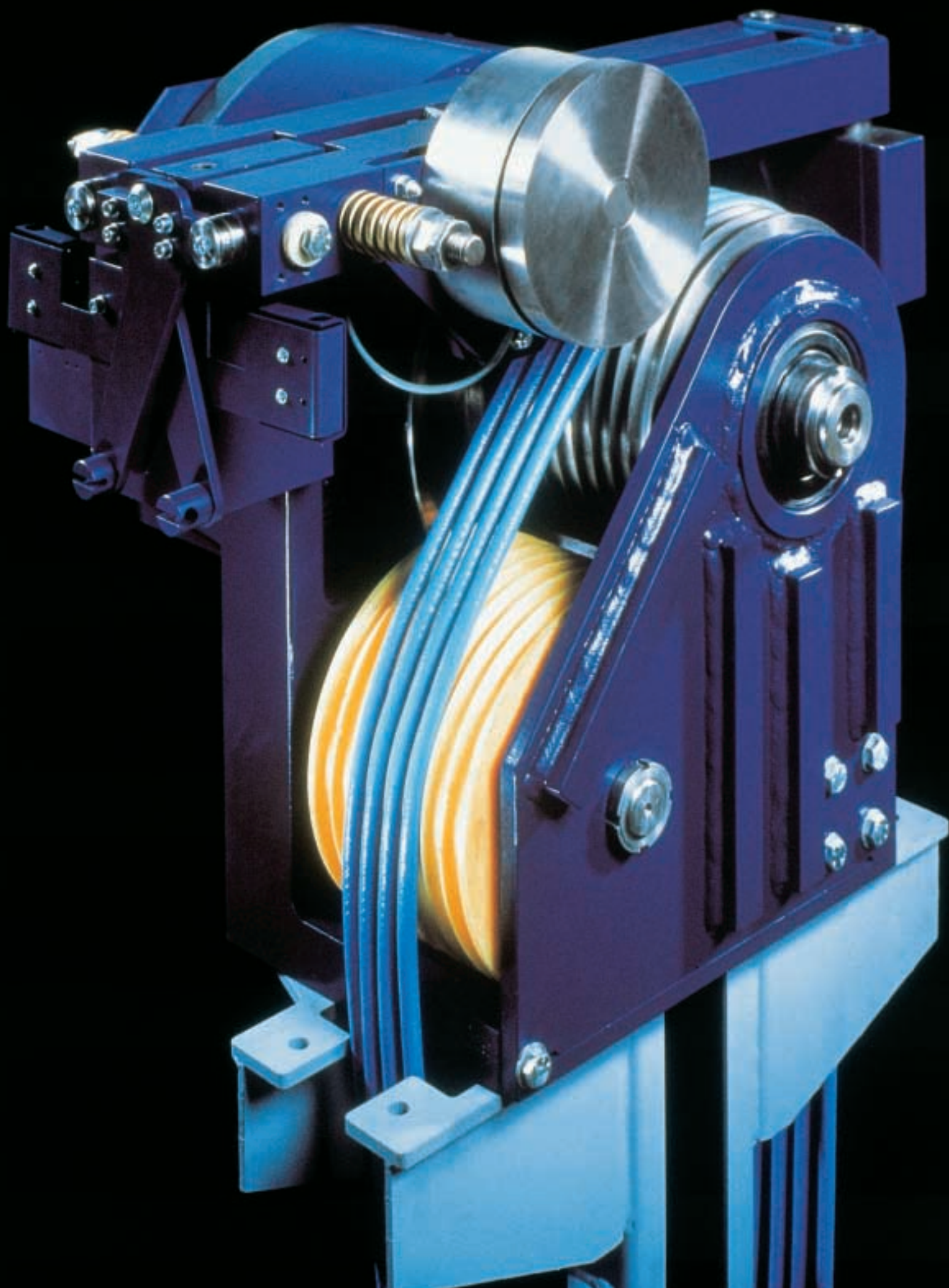
Alfred N. Schindler  
Chairman of the Board of Directors

Luc Bonnard  
Vice Chairman of the Board of Directors

**1 Carnival Victory sailing the ocean. 27 elevators and 8 escalators from Schindler provide on-board mobility**

**The new permanent-magnet drive with Aramid rope. The drive is gearless and requires no lubricants, therefore is extremely environmentally friendly. Photo: Roger Schneider, Zurich**





# Technical revolution in elevator construction

On Tuesday May 2, 2000, Schindler revolutionized elevator construction with its official presentation of the world's first fully synthetic elevator rope. SchindlerAramid is a technical revolution because the numerous advantages of synthetic ropes make it possible to redesign the entire elevator system. And not only from the technological aspect, but above all from the point of view of increased customer benefits.

At the same time, the new SchindlerEuroLift elevator for the mid-range market segment was presented, which is equipped with a gearless permanent-magnet drive, whose flexibility suits it to a wide range of applications. This demonstrates that this year, too, Schindler has continued unswervingly with the innovation strategy it initiated with SPRINT (Schindler's Program for Radical Innovative New Thinking). Sustained innovative power secures for the company a front-line position in a market characterized by ever more exacting

requirements and increasingly tough competition.

## **SchindlerAramid – from steel rope to synthetic fiber**

A SchindlerAramid rope consists of 300 000 individual filaments made from the synthetic material called aramid, is as strong as a steel rope but is four times as light. The smaller bending radius of the all-synthetic elevator rope allows use of smaller drives which can be accommodated in the elevator hoistway. This eliminates the need for a machine room, and increases the floorspace available to architects and building owners.

However, SchindlerAramid also improves the safety of the elevator, since the all-synthetic ropes contain conductive carbon fibers which enable them to be permanently monitored electronically. Even the smallest damage or wear is automatically detected and communicated to the elevator control. If necessary, this brings the elevator to the next stop and takes it out of operation. By means of remote monitoring, the nearest service center is notified.

The new technology is protected by around 20 patents worldwide and certified by the German TÜV (Technischer Überwachungs-Verein) for use throughout Europe. Certifications for the US and Japanese markets have already been applied for. In addition, a contract has been agreed with Mitsubishi, the largest elevator manufacturer in Asia, to supply aramid ropes and exchange further elevator technologies and components. There are also plans to license SchindlerAramid to other



**1 SchindlerEuroLift: view of car with compact control cabinet on the top landing which eliminates the machine room**

**2 The SchindlerAramid fully synthetic elevator rope is much lighter than steel and can be monitored electronically**



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### **SchindlerEuroLift – modular flexibility for up to 30 stories**

The SchindlerEuroLift has no machine room, is fitted with a gearless permanent-magnet drive as standard, and gives an outstandingly comfortable ride. The new elevator system is highly flexible and suit-



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able for new installations and modernizations in buildings with up to thirty stories. The elevator system's modularity allows individual adaptation to customer-specific requirements for car size, finish, rated load, and functionality. The new elevator's intelligent control system can be adapted to the individual customer's requirements on site. This only requires a chip card similar to those used for mobile telephones. The SchindlerEuroLift will first be introduced in Europe, followed by local versions in America and Asia.

### **Permanent-magnet drive – compact and gearless**

The compact construction of Schindler's permanent-magnet gearless drive makes it the ideal motor in the era of machine room-less elevator systems. It ideally combines high efficiency and performance with a wide spectrum of application for loads from 320 to 1600 kg. The drive is 75% smaller, half the weight, and cuts power consumption by a third.

**1 The control PCB of the SchindlerEuroLift contains numerous diagnostic functions. They simplify installation and servicing**

**2 The car ceiling of the SchindlerEuroLift accommodates the maintenance platform. It provides maximum safety for the service technician**

### **Miconic 10 and LiftLoc – from elevator control to building security**

Miconic 10, Schindler's world-unique hall call destination system, was developed further during the year by adding the LiftLoc function which enhances the elevator control into a building security system.

The Miconic 10 hall call destination system substantially increases the efficiency of multi-car elevator installations by optimizing the way it handles travel requests.

Before users enter the elevator car, they input their destination floor on a special ten-digit keypad like a telephone. This tells the elevator system where it has to go even before the car doors open. Traditional elevators only receive this information after the passenger enters the car. In a fraction of a second the Miconic 10 system calculates which car is

best situated to make the trip, and indicates the car the user should enter on a display built into the keypad. The elevator then takes the passenger to its destination with a highly reduced number of stops, thereby cutting travel time and releasing the car faster for other users. Measurements on existing installations have shown performance improvements up to 80%.

The new LiftLoc system provides building access control by using the Miconic 10 elevator control system to subdivide the building into a number of security zones with different access parameters. For example, a building complex may have on the first floor above ground level a public area with restaurants, a library, a physician's practice, etc. The floors above this accommodate the offices of a private bank, which may only be accessed by bank employees. Finally, on the top floor, there are penthouse apartments. With the LiftLoc system, all these floors can be individually secured and protected against unauthorized access.

Anybody can call the elevator to go to the first floor above ground level, which is public. The car arrives and takes passengers automatically to this floor. For the second and third floors above ground level, where the private bank is located, the elevator can only be called with an ID card or a code. If this is provided, the elevator arrives, the car doors open, and bank employees are taken to the specific floors where

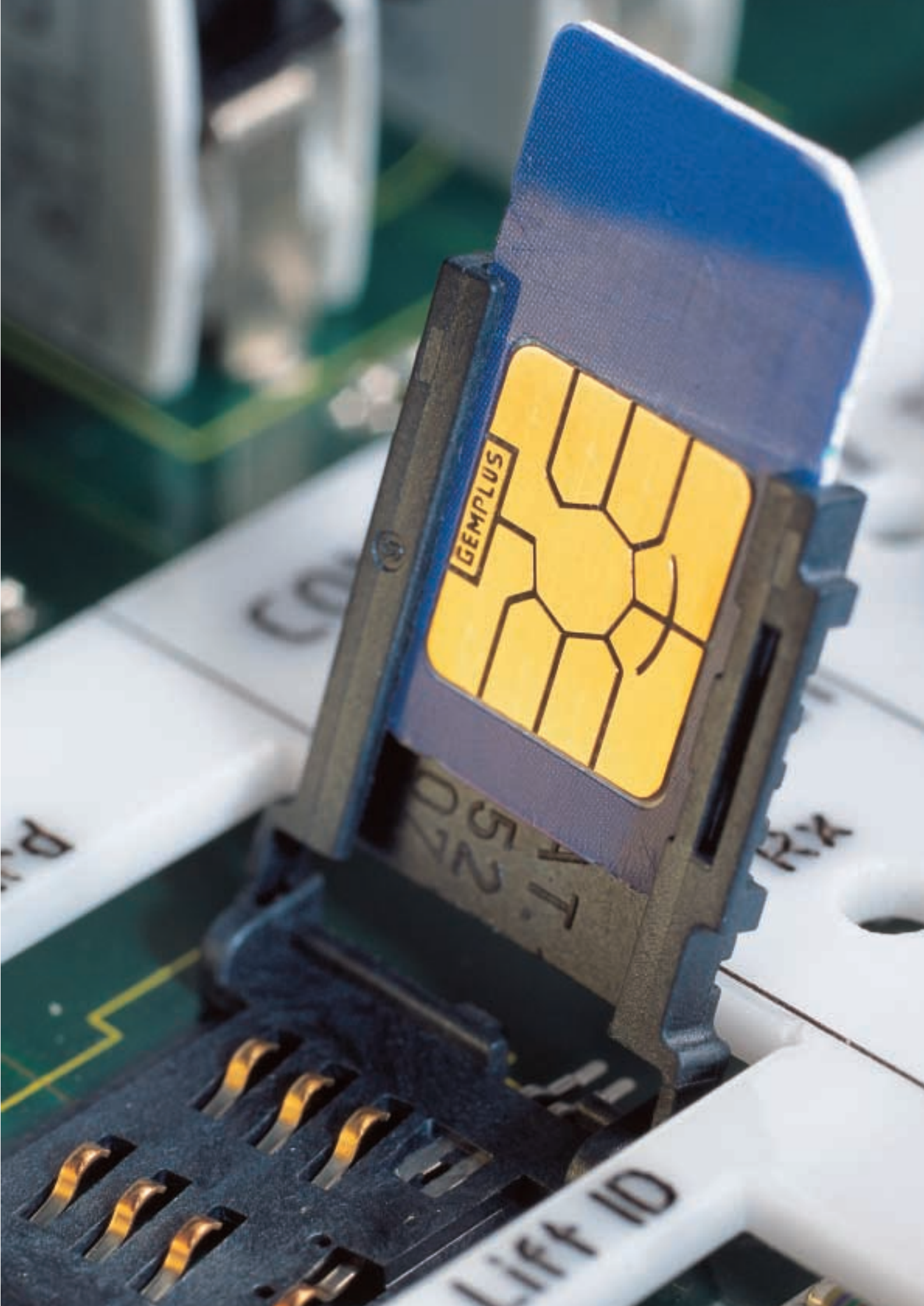


they have their offices. And finally, if the owners of the penthouse apartments want to go up to the top floor, they not only have to carry a physical means of identification but also to type in the correct code on the keypad.

**1 The Miconic 10 hall call destination system with LiftLoc can identify the elevator user, employ this information to optimize travel, and protect the building against unauthorized access**

**The Schindler-EuroLift control system has a chip card to activate customer configurations on site**





GEMPLUS

10527  
51

Lift ID

# Europe

## Inflation and labor market set the trend

In most European markets there was a perceptible increase in inflation in 2000, caused by higher prices for oil and other commodities with simultaneously rising transportation costs. Prices for real estate also went up on the same scale, increases varying between 3% and 7% in the different countries. In combination with the trend in most countries toward higher interest rates, these developments point in the direction of reduced activity in the construction industry in the years ahead.



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Added to this, in some European countries the labor market is tight, due partly to a shortage of qualified employees and also to structural changes in employment conditions. This situation presents a challenge to Schindler. In this environment, increasing productivity becomes the key factor for safeguarding and improving profitability.

### Undiminished demand for machine room-less elevators

There was very brisk activity in European markets again in the reporting year, despite slightly lower growth in some areas. In this dynamic environment, machine room-less elevator technology gained further ground, with consequently less utilization of hydraulic elevator systems. The high-volume segment for commodity products continues to grow, and clearly demonstrates increasing customer requirements for performance and reliability from elevator systems. The Schindler *Smart* MRL family of machine room-less elevators is now well established in this segment of the market, and has become the best-selling machine room-less elevator in Europe. Introduction of the new Schindler *EuroLift* modular elevator also greatly improves coverage of the mid-range market segment. By comparison with the high-volume segment, this segment is characterized by higher demands on



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the system, and greater flexibility regarding finish and adaptation to customers' wishes.

**1 6 elevators for the Statoil Asgard B drilling platform in the North Sea, Norway**  
© Photo: Øyvind Hagen/Statoil

**2 Elevator group in the new terminal at Fiumicino Airport, Rome, Italy**

**3 Panoramic elevators for a chemical company, Prague, Czech Republic**





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The unrestricted sales release at the start of 2001 was preceded in the second half of the reporting year by an intensive test phase and limited market introduction. Widespread introduction of the Schindler *EuroLift*

will give new impetus to all European markets. In some countries there will also be added potential for modernization due to the introduction of new European elevator directives.

#### Competitiveness improved

At the internal level, numerous measures were implemented to realign individual organizational units, improve processes, and generally increase efficiency. In this connection the Swiss affiliated company made major investments to expand and improve the competitiveness of the international Top Range Center in Ebikon, where elevator systems for the highest market segment with the most advanced technical requirements are developed and manufactured. This realignment process will continue into 2001.

In Germany, the integration of Haushahn was not only successfully completed ahead of schedule, but along with the introduction of new products, processes were harmonized and performance improved in logistics and order processing. Simplified production processes were

also developed for the European component factories, which use new technologies to facilitate substantial improvements in elevator reliability and performance.

**1 Commercial building with SchindlerSmart MRL, Reims, France**

**2 A total of 20 elevators plus escalators and moving walks were installed in the many pavilions at the EXPO in Hanover, Germany. Photo shows the Hermes Tower**

**3 Group of 11 Schindler 300 elevators in the BRC office building, Warsaw, Poland**





# Major orders



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## Austria:

10 freight elevators for the Austrian National Bank for the subsidiaries in Bregenz, Innsbruck, Linz, Salzburg and Klagenfurt; 42 elevators Schindler*Smart* MRL for the revitalization of residential buildings of several cooperatives in Linz; 14 elevators, among which 6 glass elevators, as well as 14 escalators Schindler 9300 for three shopping centers of an investor group in Steyr, Amstetten and Vienna; 12 elevators, among which 6 glass elevators, for the historical Palais Coburg in Vienna; 35 light-weight cars for a residential cooperative in Vienna; 4 escalators Schindler 9300 for the new congress center in Salzburg; 7 elevators for IKEA in Innsbruck

## Belgium:

15 elevators, of which two are panorama elevators, for the House of Flemish Representatives in Brussels; 22 elevators for the residential building Huisvesting in Antwerp; maintenance contract for 212 elevators in several residential buildings of the Onze Woning – Goede Won-

ing real estate; 13 elevators for the business center City Atrium in Brussels; 15 Schindler*EuroLift* elevators for the IBM office building in Diegem; 15 Schindler*EuroLift* elevators for the Trefles office building in Anderlecht

## Czech Republic:

14 moving walks Schindler 9500, 4 escalators and 14 elevators, among which 9 Schindler*EuroLift*, for the Novy Smichov shopping and leisure center in Prague, which represents the largest single project ever awarded in the Czech Republic; 13 elevators, among which 10 Schindler*EuroLift*, for the residential building Zvornarka in Prague; 8 escalators Schindler 9300 and 2 elevators for the shopping center Černý Most in Prague; 7 elevators, among which 6 Schindler*Smart* MRL, for a residential building in Prague; 4 elevators for the army hospital in České Budějovice; 12 elevators Schindler*Smart* MRL for a residential complex in Černý Most, Prague

## Finland:

6 elevators, 6 escalators Schindler 9300 and 6 moving walks Schindler 9500 for the shopping mall Kuloisten Kauppakeskus in Raisio; 20 elevators, of which 14 Schindler*Smart* MRL, for several residential buildings Yit-Rakennus Oy real estate in Helsinki and Vantaa; 8 elevators for the four office buildings Quartetto in Espoo

## France:

16 elevators Schindler 9300 and 20 moving walks Schindler 9500 for the Charles-de-Gaulle international airport, Roissy; 16 escalators Schindler 9300, 2 glass elevators and 2 additional design elevators for the shopping center La Part Dieu, Lyon; 14 elevators Schindler 300 and 2 bed elevators for the Purpan hospital, Toulouse; 14 escalators Schindler 9300 for the Clermont-Fer-

rand international airport; national maintenance contract for 120 moving walks and escalators for Carrefour in France; maintenance contract for 240 elevators for several residential complexes of Générale de Santé; maintenance contract for 21 elevators in the Palais des Congrès, as well as 2 elevators in Le Sénat, the historical building of the French Senate, both in Paris

## Germany:

70 elevators, 71 escalators Schindler 9300 and 26 moving walks Schindler 9500 for the terminal 2 of the Munich airport; 19 elevators for the Stuttgart airport; 12 panorama elevators for Headquarters and main administration building of Deutsche Post AG in Bonn; 41 Schindler*Smart* MRL elevators for the residential complex Prohlis in Dresden; 30 escalators Schindler 9300 and 24 elevators for the shopping center Altmärktgalerie in Dresden; 14 elevators for the university hospital in Jena; 10 elevators, 12 escalators Schindler 9300, 4 moving walks Schindler 9500 and 2 platforms for the shopping center Schlossstrasse/Düntherstrasse in Berlin; 14 escalators for the department store Mül-ler, 8 of which in Aachen and 6 in Neuwied; 6 commission elevators for the administration building at Hafenstrasse in Frankfurt; 6 commission elevators for the office building Scala in Frankfurt; 7 commission elevators for the office building Lyonerstrasse in Frankfurt

**1 Wolfsburg, Germany:**  
288-meter open-air moving walks connect the ICE high-speed train station with the VW Automobile City. Inside the exhibition center are 5 more escalators enclosed in glass

Clear layout and structure of the Schindler*EuroLift* operating panel



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### Great Britain:

4 elevators Schindler 300 and 6 escalators Schindler 9300 for the retail and cinema center Grants in Croydon; 11 elevators, 4 of which Schindler *Smart* MRL, and 7 Schindler 300, for the residential building Odyssey in London; 3 elevators Schindler 300 and 4 moving walks Schindler 9500 for a retail center in Jersey; 10 elevators for a riverside residential development in London; 4 escalators for Canary Wharf in London Docklands; 13 elevators for a residential development at Bristol Docks; 6 modernizations for a medical center in Nottingham; 5 elevators and 3 escalators at the Odyssey Centre in Belfast; 11 elevators and 9 escalators at Swords Pavilion in Dublin; 5 elevators and 6 escalators at Croke Park in Dublin

### Italy:

Outline agreement for 147 elevators and 8 escalators for five cruise ships of Holland America Line and one vessel of Carnival Corporation; 54 elevators and 16 escalators for the cruise ship Carnival Costa; 23 elevators, 17 escalators and 10 moving walks for Roma Termini train station; 27 elevators, 24 escalators for the West Satellite of Fiumicino airport in Rome, as well as 4 moving walks and 4 elevators for connecting the Hilton hotel to the airport; 12 Schindler 001 for residential complex Portomaso in Malta

**1 Millennium Tower with Westin Hotel and commercial building, 12 elevators, The Hague, Netherlands**

**2 Torre Amoreiras commercial building, 6 elevators, Lisbon, Portugal**

### Netherlands:

5 elevators for the office building Crystal Tower in Amsterdam; 5 elevators for the office building La Tour in Apeldoorn; 8 elevators for the Philips High Tech Campus in Eindhoven; 6 elevators and 7 moving walks Schindler 9500 for a residential building and shopping center in Nootdorp; 8 elevators and 4 escalators Schindler 9300 for the residential building and shopping center Grote Marktstraat in The Hague; modernization of 6 elevators for the office building Hoogvoorde in Rijswijk; modernization of 9 elevators for the office building Rijkswaterstaat in The Hague

### Poland:

12 Schindler *Smart* MRL elevators for the residential complex Budynki Mieszkalne ul. Rosola in Warsaw; 11 Schindler *Smart* MRL elevators for the residential complex Budynki Mieszkalne Krauthofera in Poznań; 7 elevators, among which 5 Schindler 300, for the Holiday Inn in Krakow

### Portugal:

4 elevators with Miconic 10 for the office tower Torre Monsanto in Lisbon. This is the first Miconic 10 installation in Portugal. 6 elevators for the office tower Torre Amoreiras in Lisbon

### Slovakia:

4 moving walks Schindler 9500 for the shopping center Polus City Center in Bratislava. These are the first moving walks in Slovakia. 4 escalators Schindler 9300 for the residential building Tesco in Nitra

### Spain:

8 elevators, 8 escalators Schindler 9300 and 16 moving walks Schindler 9500 for the commercial center Gran Via Hospitalet in Barcelona; 9 elevators, 14 escalators Schindler

9300 and 2 moving walks Schindler 9500 for the Hipercor San Juan Aznarfarache Shopping Center, Sevilla; 21 elevators for Repsol-YPF Technology Center, Madrid; 10 elevators and 8 escalators Schindler 9300 for the Arquitecto Marcide Fase Hospital, El Ferrol; 6 moving walks Schindler 9500, 2 escalators Schindler 9300 and 3 elevators for the Fañabe Plaza Commercial Center, Tenerife; 12 elevators for the Miguel Servet Hospital, Zaragoza; 6 elevators for the La Colina Clinic, Tenerife

### Switzerland:

27 Schindler *Smart* MRL elevators for the residential complex Eichrain, Zurich-Seebach; 4 elevators and 4 escalators Schindler 9300 for the shopping center Hyper COOP, Crissier; 6 elevators for the shopping center Littoral Parc, Allaman; 49 escalators and 6 moving walks (up to 54 meters long) for unique zurich airport AG, Zürich-Flughafen

**Glass, steel, marble – architects have unbounded scope for creativity in the SchindlerEuroLift**







# Americas

## Market position strengthened in the whole continent

In North America economic growth continued in 2000. Expenditures by private households is still the motor for this relatively stable economic climate, while demographic forecasts continue to nurture a cautious optimistic outlook for the future. Positive estimates for sustained moderate economic growth in the years ahead give further encouragement to private expenditure and business investment. In South America economic development varied widely depending on the indi-

vidual markets. Whereas there were signs of economic recovery in Brazil, Mexico, and Chile, growth in other countries stagnated for a number of different reasons.

### High saturation of construction industry in the North

The North American construction industry is following the positive trend and should be able to maintain its present situation for the near future. There was consistent development in all segments during the reporting year, resulting in increased demand for a very wide range of buildings. There is a slight risk of saturation for commercial buildings, which are the largest segment after residential buildings. Existing office accommodation is becoming increasingly unusable as information technology escalates the infrastructure requirements in commercial buildings. The most important customer segments have improved their procurement expertise and correspondingly increased their purchasing power. Higher productivity in the services sector and remote monitoring technologies become critical success factors to face increasing price competition.

Early recognition and fulfillment of the market's increasing expectations, and meeting customers' short-term and long-term needs, are the

key steps in creating new competitive advantages. These can be achieved by providing additional customer benefits, which in turn are created by increased utilization of new technologies for online access to customer information such as Schindler NETWORKX.

**1/2 Two views of Buffalo International Airport. The first Schindler 9500 moving walks manufactured in the USA were installed here**

**3 Shopping D retail center, total 7 elevators and 18 escalators, São Paulo, Brazil**





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The market leadership position in escalators was maintained and sales of hydraulic where newly increased. The position in this segment will be further enhanced by the new Schindler 330 A hydraulic elevator system planned for launch at the start of 2001.

#### **Alliance strategy pays off**

Millar, the Schindler subsidiary specializing in modernization and service, continued its alliance strategy and entered into cooperation contracts with major customers. This not only improved margins and secured greater market share, but also contributed to a general improvement in customer satisfaction.

#### **Market leadership established in South America**

In Brazil the economy recovered faster than expected due to greater taxation discipline, which assisted in strengthening and stabilizing the nation's currency. In October, the Brazilian antitrust authorities (CADE) gave unconditional approval to the Schindler Group's acquisition of Elevadores Atlas S.A. This means that establishment of the Brazilian affiliated company, Elevadores Atlas Schindler S.A., is now legally and formally complete. Realization of potential synergies, optimization of elevator product lines, and the market launch of Schindler 9300 escalators which are now being produced at the factory in Londrina, have reinforced Schindler's market position in Brazil and Latin America even further. A whole array of major orders

were signed in the reporting year, including Latin America's tallest building, the Torre Mayor in Mexico City.

**1 Panoramic elevators in El Recreo retail center, total 26 escalators and 22 elevators. Caracas, Venezuela**

**2 Schindler Chile won the first-ever Ibero American Quality Management Award. Santiago de Chile, Chile**

**3 Headquarters of Richard Ellis, world's largest real estate management corporation: contracts with Millar for nationwide service and modernization in USA**



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#### **Market coverage improved**

North American order bookings for new installations were up yet again in the reporting year, which took them to new all-time high levels for both market share and unit volume.





Sofindor



# Major orders



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## California:

Maintenance contract for 16 escalators and 9 elevators for the Newport Center Fashion Island in Newport Beach

## Georgia:

46 elevators, among which 32 with Miconic 10, and two escalators Schindler 9300 for office buildings of Bell South in three separate locations in Atlanta

## Maryland:

Maintenance contract for 81 escalators of the Baltimore underground; maintenance contract for 97 elevators and 4 escalators in the medical facility of the John Hopkins Hospital in Baltimore

## Minnesota:

Maintenance contract for 13 elevators and 14 escalators for the St. Paul International Airport

## Missouri:

15 hydraulic elevators and 24 escalators Schindler 9300 for the Westfield Shoppingtown in St. Louis

**Special button on the Miconic 10 hall call destination system makes entering and leaving elevator cars easier for handicapped passengers**

## Nevada:

Maintenance contract for 63 elevators of the University of Las Vegas

## New Jersey:

16 elevators for the office tower Newport Office Tower V in Jersey City

## New York:

Modernization of 11 escalators at the New York Stock Exchange; maintenance contract for 38 escalators, 25 moving walks and 47 elevators of the American Airlines Terminal at JFK International Airport in New York; maintenance contract for 22 elevators for the office building at 100 Park Avenue in New York

## North Carolina:

10 hydraulic elevators and 14 escalators Schindler 9300 for the retail center & anchor stores at Streets at Southpoint in Durham

## Ohio:

Maintenance contract for 216 elevators and 2 escalators of the Ohio State University

## Pennsylvania:

New installation of 8 elevators and 22 escalators for the Pittsburgh Convention Center; maintenance contract for 33 escalators, 24 mov-

ing walks as well as 31 elevators for Pittsburgh International Airport; maintenance contract for 29 elevators of the medical facility at Graduate Hospital in Philadelphia

## Texas:

10 elevators and 18 escalators Schindler 9300 for the Harris County National Football League Stadium in Houston

## Virginia:

64 new Schindler elevators and 64 escalators Schindler 9300 as replacement of existing elevators and escalators at the Pentagon in Arlington

## Washington D.C./Maryland/

## Virginia:

Maintenance contract for 87 escalators of the Washington Metropolitan Area Transit Authority (WMATA)

**1 PricewaterhouseCoopers office building, 5 elevators with Miconic 10, 5 further elevators, and 2 covered open-air escalators, Mexico City, Mexico**



#### Canada:

2 escalators each for the Palace Casino in Edmonton and the Rama Casino in Orillia (Toronto); 6 escalators for the Southern Alberta Institute of Technology in Calgary; 1 moving walk for the Surrey City Centre Mall in Vancouver and 2 escalators for the Bayshore Shopping Mall in Ottawa; a total of 7 elevators, 4 of which for the Kensington Hospital Health Center and 3 for Old Mill Inn, both in Toronto

#### Argentina:

5 elevators, among which one Schindler *Smart* MRL 002, for the Naindo hotel in Buenos Aires; 7 elevators, among which one Schindler *Smart* MRL 002 and two Schindler *Smart* MRL 001, for the Naindo hotel in La Rioja; 18 elevators, among which 9 Schindler *Smart* MRL 002, for the residential and business building Manzana 1K Puerto Madera in Buenos Aires; 4 elevators and 4 escalators Schindler 9300 for the Latin American Museum in Buenos Aires

#### Brazil:

46 elevators and 8 escalators for the Paulo Otávio in Brasília; 14 elevators, 10 of which with Miconic 10, and 8 escalators for the Serplan in São Paulo; 18 elevators, 12 of which with Miconic 10, for South American headquarters of Bank Boston in São Paulo; 8 elevators with Miconic 10 for the JHS business building in São Paulo; 19 moving walks Schindler 9500 for SONAE in Porto Alegre; 17 moving walks Schindler 9500 for Carrefour in São Paulo; several modernization contracts in Rio de Janeiro, among which 14 elevators with Miconic 10, for the business building Lineo de Paula Machado and 25 elevators for headquarters of Petrobras, the Brazilian state oil company; modernization contract for 50 elevators for the Brazilian Post in São Paulo, Rio de Janeiro, Brasília and Salvador de Bahia; modernization contract for 45 elevators for the business building Centro Empresarial in São Paulo

#### Chile:

5 elevators Schindler 310 L and 12 escalators Schindler 9300 for the shopping center Almacenes París in Temuco; 12 elevators with Miconic 10 for the office building Torre Bosquenorte of SENEXCO in Santiago de Chile; 10 elevators Schindler 310 L for the residential building Casas Kennedy of Habitaria in Santiago de Chile

#### Mexico:

27 elevators and 2 escalators Schindler 9300 for the highest building in Latin America, the Torre Mayor in Mexico City; 14 elevators, among which 3 with Miconic 10, for the hotel and business building of the Accor Group; 12 moving walks Schindler 9500, 4 escalators Schindler 9300 and 1 elevator for the department store chain Carrefour in Mexico City; 8 moving walks Schindler 9500 and 3 escalators Schindler 9300 for the shopping center Chedraui in Mérida, Cancún; 8 elevators for the residential building Marcos Dayán

#### Venezuela:

4 elevators with Miconic 10 and 4 escalators Schindler 9300 for the business building La Viña Plaza in Valencia; 12 escalators and 9 elevators for the shopping center Los Naranjos in Caracas; 6 elevators with Miconic 10 for Banco Caracas in Caracas; 3 elevators and 2 escalators Schindler 9300 for the shopping and business center Millennium Center in Barquisimeto; 4 elevators for the Clínica Loira hospital in Caracas; 5 elevators for the Bahía Pozuelos office building in Puerto La Cruz; 6 escalators and 4 elevators for the Buenaventura Shopping Center, in Guarenas City

**1 Total of 30 escalators and 30 elevators with Miconic 10 in Providence Place Mall, Providence, Rhode Island, USA**

**2 7 escalators in City Market Shopping Center, Caracas, Venezuela**

**SchindlerEuroLift cars can also be fitted out with traditional materials**







## Asia/Pacific

### Stable demand and tougher competition

The signs of economic recovery varied greatly in different parts of the Asia/Pacific region in 2000. The driving forces coming from private consumption and exports while other sectors remained weak. Overall the progress in the construction industry lagged the economic recovery. In Southeast Asia, led by Hong Kong, Singapore, and Malaysia, demand for elevators and escalators recovered from historically low levels. In Australia, construction related to the Olympic Games continued to generate good demand, whereas in Japan and China the market remained unchanged. Due to substantial overcapacity throughout the region, competitive pressure increased in all segments. Asia/Pacific continues



to be the world's most strongly contested market, with all the important suppliers fighting for greater market share in an environment of subdued demand. With the region accounting for around 50% of the total world market for elevator and escalator new installations, it continues to be a high-priority target market for Schindler.

Economic forecasts for 2001 are restrained due to the slow pace of company reform, increasing capital costs, and falling export activity. As a result the construction industry is expected to remain weak. Positive effects on the overall market are expected from residential building construction, and from construction in the transportation sector, where government investments still play an important role.

### Improved market position and increased productivity

In this increasingly competitive environment, sustained concentration on pre-engineered products and standardized processes lowered costs and contributed to an improvement in the market position.

Introduction of the Schindler 100 P elevator in the basic segment completed the product range in the residential market. The new product derives its success from a competitive price, short delivery time, and robust design.

In Japan, the growing trend toward machine room-less elevators in the residential segment was answered with the launch of the Schindler-*Smart J*. This highly standardized elevator has only a limited number of options and derives its competitiveness from low product and process costs.

**1 8 escalators for the Nagoya Central Towers office, hotel and shopping complex, Nagoya, Japan**

**2 Capital Tower commercial building, Singapore, total 5 double-decker elevators, 30 further elevators and 7 Schindler 9300 escalators**



### Stronger presence

The new electronics factory in Suzhou, Schindler Electronic (Suzhou) Co. Ltd. went into operation in the second quarter of the reporting year as planned. The new factory will supply all the most important elevator controls and electronics components to the subsidiaries in China and later Asia.

In line with the overall Group strategy, the market position in Asia/Pacific was given added strength by new products, increased efficiency, and local manufacturing of products. These and other ongoing initiatives are achieving a greater market penetration in the region.



all the major Asian markets. Its attractive price/performance ratio meets customers' expectations in some of the most demanding segments.

In the escalator market, local production of the Schindler 9300 escalator and Schindler 9500 moving walk added further strength to the market position and increased sales. Both these products, as well as the new Schindler 9700 escalator for the transport segment, benefited from the growing demand in infrastructure construction and public transportation.

To remain competitive in the context of falling market prices, cost leadership takes on an increasingly critical role. In addition to newly developed products, numerous improvements in processes have sharply increased productivity and allowed structural redimensioning in all markets of the region.

**1 Xiamen International Conference and Exhibition Center, Fujian Province, China**

**2 1 elevator and 2 escalators for the Tokyo stock exchange, Japan**

In the mid to high-requirement segment, the Schindler 500 P elevator was introduced in the second half of the year. With its broad pre-engineered range of options the new elevator fulfills the requirements of







# Major orders

## Brunei:

7 elevators, among which 6 Schindler 300 P, and 4 escalators Schindler 9300 for the PGGMB business building; 9 elevators, among which 6 Schindler 300 P, for the modernization of the Islamic Bank of Brunei

## China:

20 escalators Schindler 9300, 9 elevators, among which 5 Schindler 300 PCL and 4 Schindler 700, for the business building Star Plaza in Shenzhen; 56 elevators Schindler 300 PCL for the residential complex City Garden in Shenzhen; 120 elevators Schindler 100 C for a residential complex in Urumchi

## Hong Kong:

21 elevators, among which 16 Schindler 700, and 8 escalators Schindler 9300 for the shopping and business center 11 Charter Road;



54 escalators Schindler 9300 for the Podium & North East Tower of Hong Kong Station; 85 elevators, of which 74 Schindler 300 P, as well as 20 escalators Schindler 9300 for the residential, hotel, and shopping complex Discovery Bay North Development; 69 elevators, of which 52 Schindler 500, and 9 escalators Schindler 9300 for the residential building at Tung Chung Station Area; 66 elevators, among which 25 Schindler 700 and 36 elevators with Miconic 10, as well as 33 escalators Schindler 9300 for the office, hotel and shopping center at Cyberport Development

## Japan:

10 escalators Schindler 9300 and 3 elevators Schindler 300 J MRL for Aino station in Fukuroi; 6 escalators Schindler 9300 and 6 elevators Schindler 300 J MRL for the public compound facility at Tobata Station in Kitakyushu; 8 moving walks for the shopping center Hypermall Merces in Shin-Narashino; 9 elevators Schindler 300 J MRL for the residential building for the Mikage Housing complex in Kobe

## Malaysia:

48 elevators for several residential buildings of Jabatan Perumahan Negara real estate, Kuala Lumpur; 14 elevators for the residential building Suasana Sentral 1, Perlis; 16 elevators, of which 9 Schindler 700, for the Westin hotel, Kuala Lumpur

## New Zealand:

7 Schindler 700 elevators with Miconic 10 for the business center PWC Waterfront Tower, Auckland; 12 escalators Schindler 9300 shopping center Westcity, Auckland

**1 Panoramic elevator with Miconic 10 in Jen Pou commercial building, Taipei, Taiwan**

**The SchindlerEuro-Lift has a distributed control system whose elements are connected together via a control bus. To save space, the individual control modules are built into the hoistway, on the car, and in the small control cabinet, and connected via a control bus**

**Philippines:**

2 elevators Schindler 300 P and 12 escalators Schindler 9300 for the shopping center Agora Mall, Manila; 10 elevators Schindler 700 for the residential building 1322 Roxas, Manila

**Singapore:**

17 elevators for Changi Business Park; 16 elevators for the residential building Water Place Condominium; 30 elevators Schindler 300 P for the residential building Bayshore Park Condominium; 34 elevators for the industrial complex Ubi Tech Park; 12 elevators, among which 3 Schindler 300 P and 3 Schindler 700 P, for



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the International Business Park; 18 elevators, among which 9 Schindler 300 P, for Nanyang Technology University; 16 elevators and 2 escalators Schindler 9300 for the residential building Sengkang Condominium; 13 elevators for the residential building Yishun Executive Condominium; 8 elevators, all with Miconic 10, for the modernization of the office building Shaw Centre; 11 elevators, among which 2 Schindler 300 P, 5 Schindler 500 P and 4 Schindler 700, for the office building of the Chinese Chamber of Commerce

**Taiwan:**

17 elevators for two residential projects of Fu Bon Construction, Taipei; 8 elevators, 6 of which with Miconic 10, for the office building LFCPU of Twinhead Co., Hsin Tien; 26 escalators Schindler 9300 and 10 moving walks Schindler 9500 for the shopping center TC D An, Taipeh



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**Thailand:**

9 escalators Schindler 9300 and 7 moving walks Schindler 9500 for the shopping center Lotus Supercentre in Bangkok

**Vietnam:**

6 elevators, all with Miconic 10, for the Long An hospital, Long An; 13 elevators, of which 3 with Miconic 10, as well as 10 escalators Schindler 9300 for Terminal 1 at Noi Ben Airport, Hanoi

**1 Ellery Tower residential building with first Schindler 500 elevator in Hong Kong, China**

**2 Ultramodern information systems in the double-decker elevators at Capital Tower, Singapore**

**Vienna's Enkplatz subway station was the first installation of the Schindler 9700 escalator. Launched in 1999, the escalator is specially designed for the transportation sector**





# India, Middle East and Africa (IMEA)

## Presence increased in growth markets

### Growth in India

In India, driven by the general economic growth, the booming residential building segment and the commercial developments have positively influenced the business. The Schindler *Smart* MRL elevator was a resounding success right from the start. In addition, the order to install the Shreepathi Bahwan, India's tallest building, gave a substantial boost to the image of the young company in this market. The Schindler 9300 escalator has become the reference product for shopping and entertainment centers.



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### Exceptional projects in Southern Asia

Entry to the Bangladesh market proved to be a success. The many contracts signed include the Bashundara City project in Dhaka, which is the largest shopping center in southern Asia. Despite the macro-economic difficulties facing Pakistan, major orders were secured in this country such as the international airport at Lahore.

### Stronger market presence in the Middle East

The political and economic climate in the Middle East was largely determined by the slowdown in the peacemaking process and climbing oil prices. However, these factors have not impacted yet on the construction industry or elevator mar-



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ket. Schindler's commodity elevators for the basic segment contributed to sustained success and greater market share. A noteworthy example was the major escalator order for the new Ben Gurion Airport in Tel Aviv.

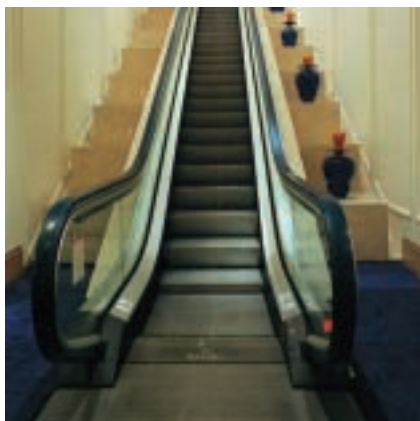
**1 Victoria Towers, total 2 panoramic elevators, 2 escalators, 1 kitchen elevator, Nairobi, Kenya**

**2 Hiranandani Gardens residential development, Powai, India**

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### Stability in North Africa

In Egypt, economic growth appears to have come to a temporary halt. However, despite the more difficult economic climate, the elevator market remained stable and Schindler reinforced its market position. In Morocco, the construction industry continued at a very brisk pace, with Schindler still the clear market leader, thanks especially to the introduction of the Schindler *Smart* MRL family. The exceptional discovery of a major oilfield in Morocco should have a generally positive effect on this country's economic development in the years ahead.

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### Market position retained in South Africa

Markets in southern Africa suffered a creeping economic crisis in the reporting year, with Zimbabwe and Kenya the countries worst affected. Economic growth in South Africa itself did not reach the expected level, a negative influence being the strength of the US dollar against the country's own weak currency. Schindler retained a strong market position in South Africa, again securing a major construction project.

Generally speaking, Schindler held its market position in all the countries where it has its own subsidiaries (South Africa, Namibia, Zimbabwe, Botswana, and Kenya). In Mozambique a joint venture was opened up with a local partner.

**1 Elevator group in Hotel Sharbat, Eilat, Israel**

**2 Escalator in Hotel Sharbat, Eilat, Israel**

**3 Times Tower, total 15 elevators and 2 escalators, Nairobi, Kenya**



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Willkommen bei Schindler

Island Tours

16:34

Dienstag 23.01.01

Kom: Nr. 440 4715  
Benutzung im Brandfall verboten.  
L'utilisation de l'ascenseur  
est interdite en cas d'incendie.  
In caso d'incendio è proibito  
azionare l'ascensore.

CE 0635005

Notruf

Beim Betätigen des Alarmknopfs wird automatisch eine Sprachverbindung mit der Ersatzzentrale aufgebaut.  
En appuyant sur le bouton d'alarme, vous établirez une communication vocale avec la centrale d'entretien.  
Azionando il tasto d'allarme, viene stabilito immediatamente un collegamento audio con la centrale di servizio.

630 kg 8 Personen

Schindler



# Major orders



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## Bahrain:

8 elevators for the shopping mall Bahrain Mall

## Bangladesh:

59 escalators Schindler 9300, 21 elevators and 1 moving walk Schindler 9500 for the Bashundara Project in Dhaka, the largest shopping mall in southern Asia

## Egypt:

26 elevators, among which 4 panorama elevators, and 4 escalators Schindler 9300 for the Four Seasons Hotel, Nile Plaza, in Cairo; 9 elevators for Luxor Airport; 11 elevators for Intercontinental Sharm El Sheikh Hotel



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## India:

21 elevators and 2 escalators Schindler 9300 for the Grand Hyatt Hotel in Bombay; 10 elevators and 2 escalators Schindler 9300 for the business complex Shreepathi Building Arcade, the tallest building in India

## Israel:

37 escalators Schindler 9300 Ben Gurion airport in Tel Aviv; 15 elevators for the government building in Haifa; 10 elevators for the IBM office building at Ezorim Park in Tel Aviv

## Jordan:

6 elevators for the Farah hospital in Amman

## South Africa:

32 elevators, among which 30 Schindler 300, as well as 6 escalators Schindler 9300 for the office, shopping, residential and leisure complex Melrose Arch in Sandton; 6 custom elevators, 2 elevators Schindler 300 L and 5 escalators Schindler 9300 for the Gateway office building, Durban

## Syria:

80 elevators for several buildings such as doctors building, hospital, library and others at Tishreen University in Latakia

## Uganda:

8 elevators for Crested Towers in Kampala

## Zimbabwe:

Modernization of 11 elevators at the Karigamombe Centre and at the Bulawayo Municipal Offices

**1 Panoramic elevators in the Queen Shiva Hotel, Eilat, Israel**

**2 Menlyn retail center, Johannesburg, South Africa**

**> With 46 Schindler 9300 escalators and 16 Schindler 9500 moving walks, the new Athens International Airport was one of the most important new installation projects in 2000. The installations are a perfect complement to the building's architecture.**  
**Photo: Rainer Rehfeld, Cologne**

**Digital information technology for users in the elevator car**

Avionpöytäsi on täynnä  
On Not Empty

Ulkoinen  
Gate B 20-28

↑





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## Difficult year for ALSO

ALSO, which is active in the IT logistics and services business, had a difficult year. Following the change of millennium, developments in the individual market segments varied widely, and were completely different than generally expected. Whereas business in the large-customers segment slumped surprisingly, demand from small and medium-sized companies increased slightly, and from private customers strongly.

**ALSO was the first IT distributor to use environmentally friendly returnable boxes for shipping**

These divergent developments in the market were reflected in the business divisions at ALSO. The distribution business followed up on the previous year's good result and continued its positive development. On the other hand, the systems business was confronted with an unexpected falloff in business with major customers. The changed market situation necessitated structural adjustments in this area. However, after starting badly, business in this division improved as the year progressed.

## Group targets not met

Despite this difficult environment, ALSO increased its turnover by 11.8% to CHF 1 863.5 million in the year under review. On the other hand, due to the slump in the systems business, the Group result was only just positive. ALSO's net profit after tax for 2000 was CHF 4.5 million. In the reporting year the workforce numbered 1 571 employees.

## Continuing success in distribution

The Distribution Division expanded its leading position in the market. Turnover in Switzerland went up by 21.5% to CHF 1 067.1 million. At the German company growth was even higher, with turnover increasing by 29.9% to CHF 617 million. Operating profit for the Distribution Division as

a whole increased by 66.2% from the previous year to CHF 37.6 million. Due to the continuing growth, the number of staff employed in the Distribution Division increased by 78 to 549.

In view of the further strong increase in demand for logistics services, the Distribution Division again doubled the capacity of its logistics center at Emmen, Switzerland. In accordance with the financial strategy, the buildings were sold to an independent company when construction work was complete. Also during the reporting year, operations started up at an additional location in Germany, at Brunswick. Parallel to this, new ERP software was introduced in Switzerland, which in the current year will also be implemented in the German company.

**1 Floorspace at the ALSO logistics center in Emmen, Switzerland, has been doubled**

**2 By installing ERP software, ALSO has created the technical infrastructure it needs to provide comprehensive logistics services to e-business partners**

At year-end ALSO ABC Trading Ltd. was selected by Swisscom Mobile to be its new logistics partner. Under this cooperation agreement the entire supply chain management associated with mobile handsets, as well as the physical handling of SIM cards, will be outsourced to ALSO.

### **Hesitant recovery from slump in systems business**

All over Europe, turnover in the large-customers segment of the industry fell surprisingly in the first half of 2000 by between 30% and 60%. ALSO's systems business also suffered badly from this drop in orders. Relative to the same period in the previous year, turnover for the first half year fell by 38%. Faced with this slump, ALSO undertook major staff reductions in the systems business, and adjusted other operating costs to the lower number of employees. In the third quarter, these measures were successful in sharply reducing the loss compared



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to the first and second quarters. Business picked up again slightly in the second half year. As a result, there was a further improvement in the Systems Division in the fourth quarter. Turnover for 2000 was CHF 217.7 million, with an operating loss of CHF 32.6 million. The number of employees was 1 012.

A milestone in 2000 was the acquisition of the operational activities and most of the employees of IT Services AG, a subsidiary of Credit Suisse Group. This strategic acquisition was taken against the backdrop of growing demand from business for IT services provided by external specialists.

### **Higher turnover and improved profitability in 2001**

For 2001 ALSO foresees further growth in turnover and a sharp improvement in profitability. The increasing demand for logistics services, especially associated with e-business, and the growing num-



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ber of Windows 2000 projects in large companies in the medium term, also give ALSO confidence that turnover and profit will continue to increase in future years.

**1-3 Employees' high degree of identification with the customer is the key to providing individual, tailored services**

**Direct, high-quality communication with external partners is the only way to ensure constantly efficient communication**





# Organization

Status January 1, 2001

## Board of Directors Schindler Holding Ltd.

Term of office expires

### Alfred N. Schindler\*

Chairman; Hergiswil, Switzerland

2003

### Luc Bonnard\*

Vice Chairman; Hergiswil, Switzerland

2003

### Alfred Spörri\*

Zug, Switzerland

2003

### Jeffrey M. Cunningham

CEO/Managing Director of Schroders Finance Partners; Greenwich, Connecticut, USA

2001

### Prof. Dr. Dr. h.c. mult. Rolf Dubs

Professor emeritus at the University of St. Gallen; St. Gallen, Switzerland

2003

### Walter G. Frehner

Riehen, Switzerland

2003

### Dr. Hubertus von Grünberg

Chairman of the Executive Board of Continental Ltd.; Hannover, Germany

2003

### Dr. Jenö Staehelin

New York, USA

2003

### Robert Studer

Schönenberg, Switzerland

2003

- \* Member of the Executive Committee of the Board

## Management Schindler Holding Ltd.

Ernst Bärtschi

Peter E. Fraefel

PD Dr. Karl Hofstetter

Bernard Illi

Stephan Jud

Joachim Walker

Dr. Henry Zheng

## Auditors

ERNST & YOUNG Ltd., Basle

## Management Committee Elevators and Escalators

<b>Peter J. Zbinden</b>	President
<b>David J. Bauhs</b>	Deputy to the President; Americas
<b>Heikki Poutanen</b>	Europe Central
<b>Miguel A. Rodríguez</b>	Europe Southwest
<b>Jürgen Tinggren</b>	Asia/Pacific
<b>Richard Maiocchi</b>	India/Middle East/Africa (IMEA)
<b>Jörgen Svenningsson</b>	Technology and Strategic Supply Management
<b>Ernst Bärtschi*</b>	Chief Financial Officer (CFO)
<b>Dr. Rudolf W. Fischer*</b>	Human Resources and Training

- \* Reporting directly to a member of the Executive Committee of the Board

## Management Committee ALSO

<b>Thomas C. Weissmann</b>	President
<b>Alberto Comolli</b>	Human Resources
<b>Jürgen Baumgartner</b>	Finance
<b>Marc Schnyder</b>	Distribution
<b>Thomas C. Weissmann (ad interim)</b>	Systems Business

### Schindler Holding Ltd.

Board of Directors

#### Elevators and Escalators

Management Committee  
Elevators and Escalators

Europe

Americas

Asia/Pacific

IMEA

#### ALSO

Management Committee  
ALSO

Distribution

Systems Business



# Financial statements Group

Condensed

<b>Balance sheet</b> December 31	1996	1997	1998 <sup>•</sup>	1999 <sup>••</sup>	2000
In million CHF					
Current assets	2 421	2 847	2 978	3 335	<b>3 381</b>
Non-current assets	1 389	1 385	1 371	2 219	<b>2 279</b>
Total assets	3 810	4 232	4 349	5 554	<b>5 660</b>
Current liabilities	1 268	1 381	1 916	2 219	<b>2 359</b>
Non-current liabilities	1 236	1 440	1 316	2 000	<b>1 847</b>
Total liabilities	2 504	2 821	3 232	4 219	<b>4 206</b>
Minority interests	49	80	105	150	<b>137</b>
Shareholders' equity	1 257	1 331	1 012	1 185	<b>1 317</b>
Total liabilities and shareholders' equity	3 810	4 232	4 349	5 554	<b>5 660</b>

• After restatement and in compliance with IAS

•• As of 1999 in compliance with IAS

<b>Profit and loss statement</b>	1996	1997	1998 <sup>•</sup>	1999 <sup>••</sup>	2000
In million CHF					
Operating revenue	5 191	6 203	6 594	7 657	<b>8 530</b>
Operating expenses	5 069	5 970	6 343	7 275	<b>8 108</b>
Operating profit	122	233	251	382	<b>422</b>
Financing activities	17	-21	-17	-86	<b>-53</b>
Investing activities	-	-	84	29	<b>5</b>
Non-operating revenues/expenses	8	1	-	-	<b>-</b>
Profit before taxes	147	213	318	325	<b>374</b>
Taxes	58	70	73	67	<b>71</b>
Profit before minority interests	89	143	245	258	<b>303</b>
Minority interests	12	23	21	20	<b>4</b>
Net profit	77	120	224	238	<b>299</b>

• Classified according to IAS but not revalued

•• As of 1999 in compliance with IAS

For complete information in compliance with IAS please refer to the Financial Statements.

**Cash flow statements**

	1996	1997	1998	1999•	2000
In million CHF					
Cash flow from operating activities	103	339	163	156	<b>539</b>
Cash flow from investing activities	-110	-94	-577	-694	<b>-344</b>
Cash flow from financing activities	-5	125	-7	488	<b>-146</b>
Translation exchange differences	11	-	-5	20	<b>-10</b>
Change in net cash	-1	370	-426	-30	<b>39</b>

- As of 1999 in compliance with IAS

# Financial statements Schindler Holding Ltd.

Condensed

<b>Balance sheet</b> December 31	1996	1997	1998	1999	2000
In million CHF					
Current assets	604	904	397	679	<b>465</b>
Non-current assets	1 188	1 314	1 726	1 462	<b>1 601</b>
Total assets	1 792	2 218	2 123	2 141	<b>2 066</b>
Debentures	150	350	350	800	<b>785</b>
Other liabilities	238	401	239	229	<b>208</b>
Total liabilities	388	751	589	1 029	<b>993</b>
Share capital	76	76	76	76	<b>64</b>
Bearer participation capital	61	61	61	61	<b>50</b>
Retained earnings	1 188	1 246	1 306	880	<b>855</b>
Net profit for the year	79	84	91	95	<b>104</b>
Shareholders' equity	1 404	1 467	1 534	1 112*	<b>1 073</b>
Total liabilities and shareholders' equity	1 792	2 218	2 123	2 141	<b>2 066</b>

• After extraordinary adjustment of investments in subsidiaries via elimination of other reserves (CHF 457 million)

<b>Profit and loss statement</b>	1996	1997	1998	1999	2000
In million CHF					
Income from subsidiaries	93	103	115	179	<b>201</b>
Other revenue	51	57	124	37	<b>34</b>
Total revenue	144	160	239	216	<b>235</b>
Depreciation and adjustments	28	33	97	57	<b>85</b>
Other expenses	37	43	51	64	<b>46</b>
Total expenses	65	76	148	121	<b>131</b>
Net profit for the year	79	84	91	95	<b>104</b>

<b>Dividend payment</b>	1996	1997	1998	1999	2000
In million CHF					
Registered shares	21	23	35	35	<b>38*</b>
Bearer participation certificates	17	18	27	27	<b>29*</b>
Total dividend payment	38	41	62	62	<b>67*</b>

• Proposal by the Board of Directors

In the VW Automobile City at Wolfsburg, Germany, synchronized television monitors on both sides of a Schindler 9500 moving walk create the impression of driving an automobile





# Information for shareholders

## Charts

<b>Group</b>	1996	1997	1998•	1999••	2000
In million CHF					
<b>Orders received</b>	5 299	6 362	6 604	7 695	<b>8 750</b>
Elevators & Escalators	4 720	5 486	5 325	6 028	<b>6 852</b>
ALSO	579	876	1 279	1 667	<b>1 898</b>
<b>Operating revenue</b>	5 191	6 203	6 594	7 657	<b>8 530</b>
Elevators & Escalators	4 616	5 333	5 324	5 996	<b>6 669</b>
ALSO	575	870	1 270	1 661	<b>1 861</b>
<b>Operating profit</b>	122	233	251	382	<b>422</b>
as % of operating revenue	2.4	3.8	3.8	5.0	<b>4.9</b>
Net income from financing and					
investing activities	17	-21	67	-57	<b>-48</b>
Profit before taxes	147	213	318	325	<b>374</b>
Profit before minority interests	89	143	245	258	<b>303</b>
as % of operating revenue	1.7	2.3	3.7	3.4	<b>3.6</b>
<b>Net profit</b> <sup>1</sup>	77	120	224	238	<b>299</b>
<b>Cash flow</b> <sup>2</sup>	223	287	394	329	<b>417</b>
Capital expenditure	105	140	177	158	<b>157</b>
<b>Order backlog</b>	3 382	3 515	2 954	3 689	<b>3 713</b>
<b>Personnel at year-end (number)</b>	34 631	38 100	38 574	43 654	<b>43 334</b>
Elevators & Escalators	34 161	37 473	37 543	42 140	<b>41 763</b>
ALSO	470	627	1 031	1 514	<b>1 571</b>
<b>Shareholders' equity</b>	1 257	1 331	1 012	1 185	<b>1 317</b>
Equity ratio	33.0	31.4	23.3	21.3	<b>23.3</b>
<b>EBITDA Group</b> <sup>3</sup>	256	387	451	532	<b>624</b>
in %	4.9	6.2	6.8	6.9	<b>7.3</b>
EBITDA Elevators & Escalators	253	371	427	482	<b>612</b>
in %	5.5	7.0	8.0	8.0	<b>9.2</b>
EBITDA ALSO	10	23	40	46	<b>18</b>
in %	1.7	2.6	3.1	2.8	<b>1.0</b>
<b>EBIT Group</b> <sup>4</sup>	122	233	251	382	<b>422</b>
in %	2.4	3.8	3.8	5.0	<b>4.9</b>
EBIT Elevators & Escalators	126	225	236	342	<b>422</b>
in %	2.7	4.2	4.4	5.7	<b>6.3</b>
EBIT ALSO	4	16	31	36	<b>6</b>
in %	0.7	1.8	2.4	2.2	<b>0.3</b>

• Balance sheet positions after restatement and in compliance with IAS

•• As of 1999 in compliance with IAS

<sup>1</sup> Adjusted for minority interest in years 1996–1998

<sup>2</sup> Net profit before minorities and depreciation/amortization +/- change of provision

<sup>3</sup> EBITDA: Operating profit and depreciation/amortization

<sup>4</sup> EBIT: Operating profit

**Holding**

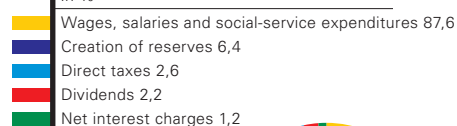
In million CHF

	1996	1997	1998	1999	2000
Share capital	76	76	76	76	<b>64</b>
Bearer participation capital	61	61	61	61	<b>50</b>
Shareholders' equity	1 404	1 467	1 553	1 112*	<b>1 073</b>
Debentures	150	350	350	800	<b>785</b>
Net profit for the year	79	84	91	95	<b>104</b>
Dividend payment	38	41	62	62	<b>67**</b>

- After extraordinary adjustment of investments in subsidiaries via elimination of other reserves (CHF 457 million)
- Proposal by the Board of Directors

**Allocation of the Group's net value added 2000**

In %



The Group's total value added is the increase in value achieved by the whole Group within a certain period of time.

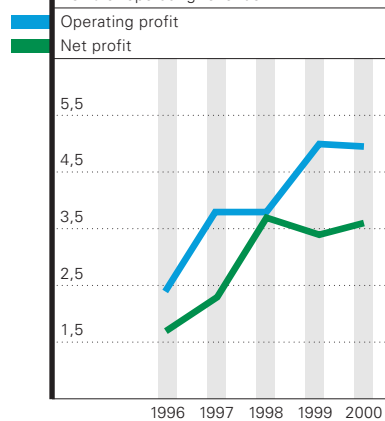
The net value added is calculated by subtracting the value of goods and services drawn on by other companies, as well as depreciations, from the overall Group income.

The distribution of the Group's net value added shows how employees, the governments, the company itself, the shareholders, and other providers of finance participate in this economically relevant amount.



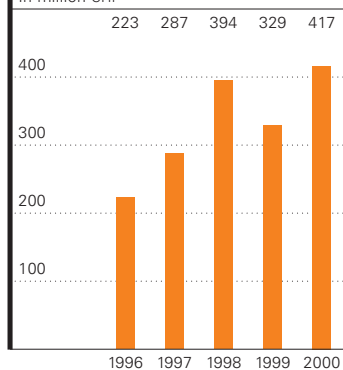
## Margin operating profit and net profit

As % of operating revenue



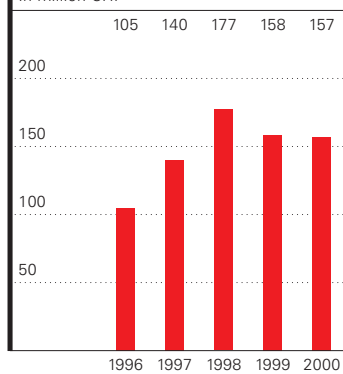
## Cash flow

In million CHF



## Capital expenditure

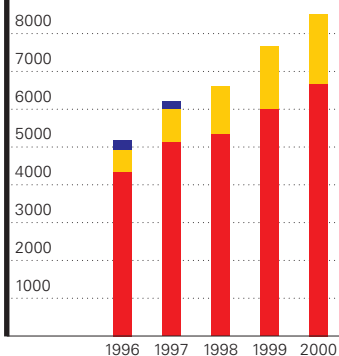
In million CHF



## Operating revenue by product group

In million CHF

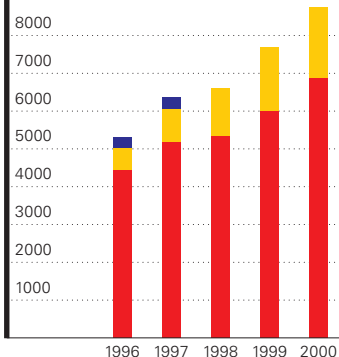
Elevators & Escalators•	4 353	5 127	5 324	5 996	6 669
ALSO	575	870	1 270	1 661	1 861
Rolling stock••	263	206	–	–	–
<b>Total</b>	<b>5 191</b>	<b>6 203</b>	<b>6 594</b>	<b>7 657</b>	<b>8 530</b>



## Orders received by product group

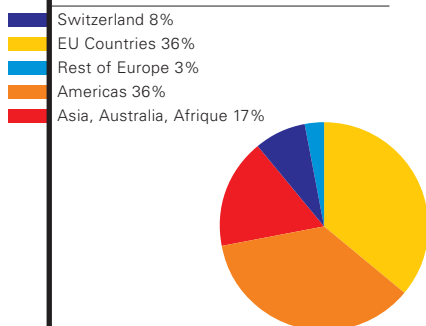
In million CHF

Elevators & Escalators•	4 423	5 175	5 325	6 028	6 852
ALSO	579	876	1 279	1 667	1 898
Rolling stock••	297	311	–	–	–
<b>Total</b>	<b>5 299</b>	<b>6 362</b>	<b>6 604</b>	<b>7 695</b>	<b>8 750</b>

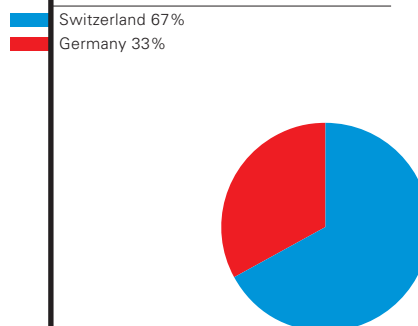


- Incl. other products
- As of 1998 included in Elevators & Escalators

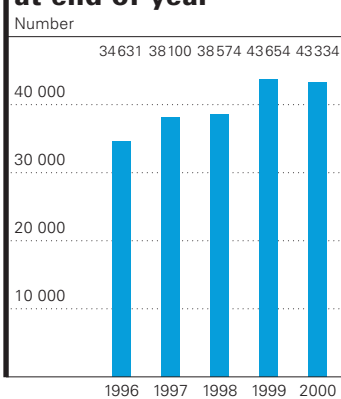
## Invoiced sales 2000 by market Elevators & Escalators



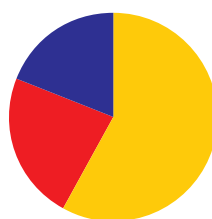
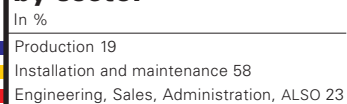
## Invoiced sales 2000 by market ALSO



### Personnel at end of year



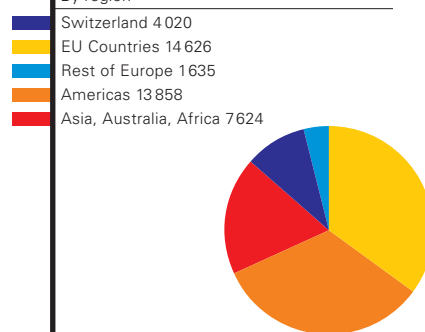
### Personnel 2000 by sector





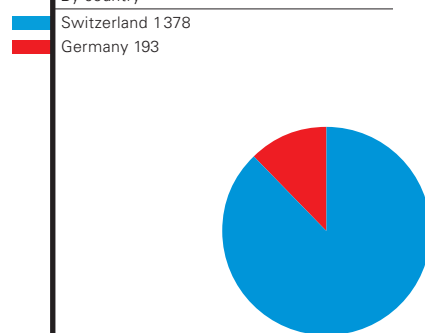
## Personnel 2000 Elevators & Escalators

By region



## Personnel 2000 ALSO

By country



## Information per registered share/ bearer participation certificate

	1996	1997	1998 <sup>•</sup>	1999 <sup>••</sup>	2000
In CHF					
Net profit	56	88	164	174	<b>222</b>
Cash flow	163	210	288	240	<b>310</b>
Shareholders' equity at year-end	919	973	753	894	<b>992</b>
Gross dividend	28	30	45	45	<b>50<sup>•••</sup></b>
Pay-out ratio %	49.8	34.2	27.5	25.9	<b>22.5</b>
Market capitalization (in million)	1 926	2 119	3 118	3 490	<b>3 402</b>

<sup>•</sup> Shareholders' equity after IAS restatement

<sup>••</sup> As of 1999 in compliance with IAS

<sup>•••</sup> Proposal by the Board of Directors

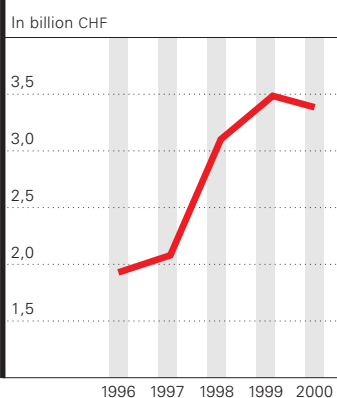
## Registered shares

	1996	1997	1998	1999	2000
In CHF					
Number of shares outstanding	763 066	763 066	763 066	763 066	<b>752 866</b>
Thereof in treasury stock	5 890	5 890	20 170	27 040	<b>16 790</b>
Nominal value	100	100	100	100	<b>85</b>
Price high	1 140	2 130	2 730	2 600	<b>2 995</b>
Price low	1 105	1 300	1 530	2 060	<b>2 320</b>
Price year-end	1 370	1 569	2 340	2 550	<b>2 549</b>
P/E ratio December 31	24.5 ×	17.8 ×	14.3 ×	14.7 ×	<b>11,5 ×</b>

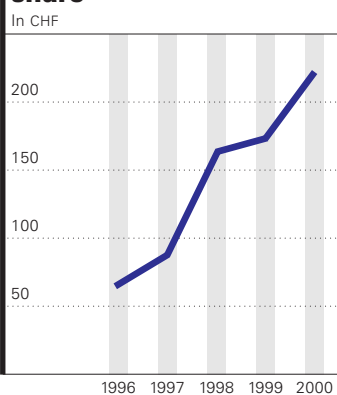
## Bearer participation certificates

	1996	1997	1998	1999	2000
In CHF					
Number of certificates outstanding	605 425	605 425	605 425	605 425	<b>592 424</b>
Thereof in treasury stock	108 647	60 280	4 004	15 444	<b>1 410</b>
Nominal value	100	100	100	100	<b>85</b>
Price high	1 475	2 000	2 710	2 620	<b>2 925</b>
Price low	1 140	1 370	1 209	2 050	<b>2 320</b>
Price year end	1 455	1 522	2 200	2 550	<b>2 503</b>
P/E ratio December 31	26.0 ×	17.3 ×	13.4 ×	14.7 ×	<b>11,3 ×</b>

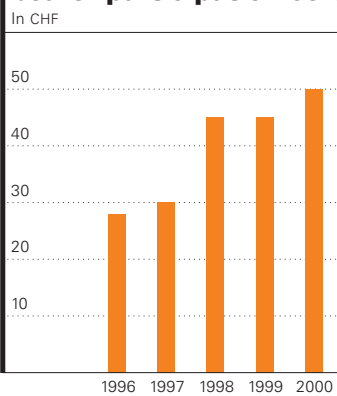
## Market capitalization



## Net profit per registered share



## Dividends per registered share and bearer participation certificate





## Trading

	Registered share	Bearer participation certificate
Bloomberg	SCHN	SCHP
Reuters	SCHZn	SCHZp
Valor	227 618	227 617

Registered shares are traded on the Swiss Exchange. Bearer participation certificates are traded on the Swiss, Berlin and Frankfurt Exchanges. The bearer participation certificates have the same rights as the registered shares with the exception of attendance at the Annual General Meeting and voting rights.

### Significant shareholders

According to information published under stock exchange law (SHAB 9.01.2001), the Schindler and Bonnard families hold within the scope of a stockholder retainer contract 61.8% of the voting rights of the share capital of Schindler Holding Ltd. entered in the Register of Companies.

A further aspect of the shareholding structure is that other persons who have a close relationship to the parties to the stockholder retainer contract hold, together with these, more than two thirds of the voting rights. These other persons are not bound by a stockholder retainer contract. The voting rights held by shareholders who are not bound by a stockholder retainer contract are in each case less than 3%.

### Ordinary General Meeting

Monday, April 9, 2001, 4.30 pm  
at the Kultur- und Kongresszentrum  
Luzern, Europaplatz 1,  
CH-6005 Lucerne, Switzerland

### Investor Relations

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**The SchindlerEuroLift  
can have spotlights  
mounted in the car  
ceiling or in the corner  
posts**



# Our contribution to the environment

## Schindler reports its environmental performance

In recent years, demands from the public, shareholders, and analysts for publication of environmental performance have steadily increased. Schindler is responding to this wish by including for the first time in this year's Annual Report an explicit account of its environmental performance. The emphasis is on analysis of the product life cycles, which gives Corporate Research and Development valuable information for improving eco-efficiency.

We also include special reports on the major environmental advantages of Schindler's technological world premieres: the Miconic 10 hall call destination system, the aramid rope, and the adaptable-speed escalator.



A chapter devoted to "Environmental Performance" will be a permanent feature of future annual reports. Every five years we also publish an additional special report on environmental questions.

### "Schindler minds the environment"

"Schindler serves its customers, ... cares for its employees and minds the natural environment, while striving for profitable growth." This concise statement summarizes the principles of business conduct formulated by Schindler in 1990.

Minding the environment is an ethical principle. Every day, all over the world, 700 million people use Schindler elevators and escalators. Protecting the safety of the people who are transported by our products, or who work for Schindler, is an important aspect of our business conduct.

Maintaining the required safety standards, conservation and efficient use of resources, and avoidance of environmental pollution all contribute to achieving this goal. Optimal utilization of resources also decisively improves customer benefits.

Adherence to Schindler's hierarchy of values, "protect life, mind the environment, increase customer benefits", contributes to long-term, sustainable growth of the company's corporate value.

**1 Every day, all over the world, Schindler elevators and escalators transport more than 700 000 000 passengers**



## Schindler – a service company

Our products are designed for an average service life of 30 years. That is why Schindler's main activity is not manufacturing products, but ensuring the mobility of their users with extremely high safety and availability of the installations. Decisive competitive factors in this connection are maintenance, modernization, and – where necessary – repair of the products. Today's elevators and escalators are systems which are built up from mainly standardized components. And as a systems provider, Schindler leads the way. More than half our employees (56%) are engaged in installation and maintenance at over 1 000 locations around the globe.

Less than 20% work in production. This shows that Schindler has been transformed into a service company, and is no longer a member of the classical manufacturing engineering industry.

### The goal: more intelligent, simpler, smaller, lighter, lower energy consumption

Since elevators and escalators always run for several decades, the relevant phase to determine the environmental impact of the installations is the period when the products are being used, while, compared to other industries, the production phase is only of secondary importance.

According to the concept of the World Business Council for Sustainable Development (WBCSD), the following examples can be examined and evaluated in relation to their positive influence on material intensity, energy intensity, toxic dispersion<sup>1</sup>, recyclability<sup>2</sup>, use of renewable resources, and durability.

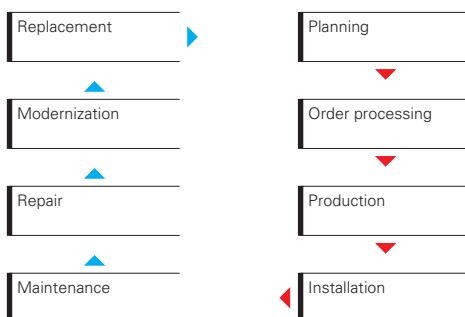
The following examples illustrate how Schindler has used intelligent solutions, new technologies, and value analysis to achieve major progress in reducing the consumption of energy and materials. The pressure to reduce costs has positively influenced the development of new elevator concepts.

<sup>1</sup> Toxic dispersion: dispersing substances which are hazardous to health and the environment

<sup>2</sup> Recyclability: using renewable materials, and recycling products and components

### Service over the entire lifetime of the elevator

Average distribution of work over 30 years in %



# World premiere: Schindler*Aramid*

## Synthetic ropes instead of steel: safer, lighter, more durable

For more than 100 years, the ropes used to move elevator cars have been made of steel. Schindler has now developed the Schindler*Aramid* synthetic rope, which is certified according to EU directives and brings numerous advantages:

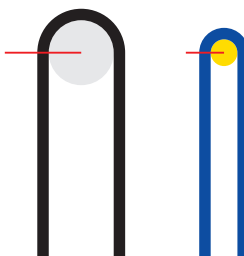
Schindler*Aramid* is four times lighter than a conventional steel rope and has a longer life-time. The synthetic rope has higher fatigue strength under reverse bending stress than steel ropes, which allows bends to have a smaller radius. The tighter bending radius makes it possible to use smaller traction sheaves, which have lower torque, and therefore consume less energy. Schindler-*Aramid* needs no lubrication and causes less noise. Its functional safety is permanently monitored by means of built-in sensors.



**1 Schindler*Aramid* fully synthetic elevator rope on yellow traction sheave of the new permanent-magnet drive. Neither the aramid rope nor the nylon traction sheave require lubrication, which especially benefits the environment**

### Bending radius

	Steel rope
	Aramid rope

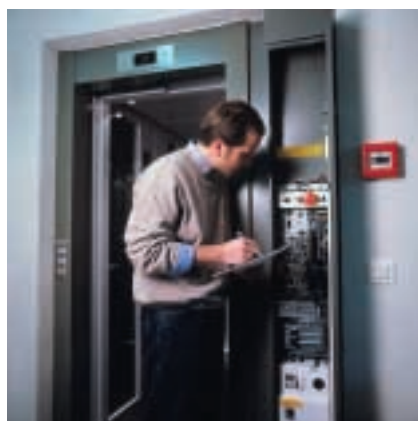


### Positive impact

- Material intensity
- Energy intensity
- Toxic dispersion
- Recyclability
- Renewable resources
- Durability

# From relay to microprocessor

The drive and control system are the heart of an elevator. Until the nineteen-seventies control systems still used relays, which were then replaced by transistors and subsequently by microprocessors. This brought radical savings in material, energy, and space. It takes only 1.8 hours to manufacture the control system of a Schindler *Smart* elevator. Its heart is no larger than the electronics of a mobile telephone.



The peak of development achieved by Schindler so far is the Miconic 10 control system. It is entirely based on microprocessors and therefore allows intelligent, energy-saving control of the elevator operation. A chip is used to configure it to the customer's specific requirements on site. If the customer's needs change,

the system can be modified at any time using only a minimum of materials.

**1/2 Use of microprocessors radically reduces the size of elevator control cabinets. For example, to save space they can be located next to the elevator door on the top landing**

## Relative sizes of control cabinets

	Elevators with machine room		Elevators without machine room Schindler <i>EuroLift</i>		Elevators without machine room Schindler <i>Smart</i> MRL	
Dimensions (mm)	1800×1000×400		2308×275×153		800×425×120	
Volume (m <sup>3</sup> )	0.72	100%	0.097	13.5%	0.041	5.7%
Weight empty (kg)	120	100%	56	46.6%	14	11.7%
Weight with basic control (kg)	140	100%	71.5	51.1%	28	20%
Time for production (h)	4.5	100%	1.7	37.8%	1.8	40%
Energy consumption of the basic control (W)	316	100%	150	47.5%	142	44.9%

### Positive impact

- Material intensity
- Energy intensity
- Toxic dispersion
- Recyclability
- Renewable resources
- Durability



## New drive: eliminates machine room

Schindler's permanent-magnet gear-less drive is much smaller and lighter than traditional drive motors with gears. It was introduced in the Schindler*EuroLift* elevator and brings the following advantages over older drives: reduced space requirements, lower energy consumption, less material, no oil, less noise, lower investment and running costs.



1

The latest generation of Schindler elevators, the Schindler*EuroLift* and Schindler*Smart*, dispense with the machine room. The drive is installed directly in the elevator hoistway, while the control is installed in the hoistway wall next to the landing door on the top landing. This creates more usable space in the building, because with traditional elevators a special room has to be built in, or on top of, the building to accommodate the drive and control system.



2

**1 New elevator system with no machine room. To save space, the motor is located in the hoistway headroom**

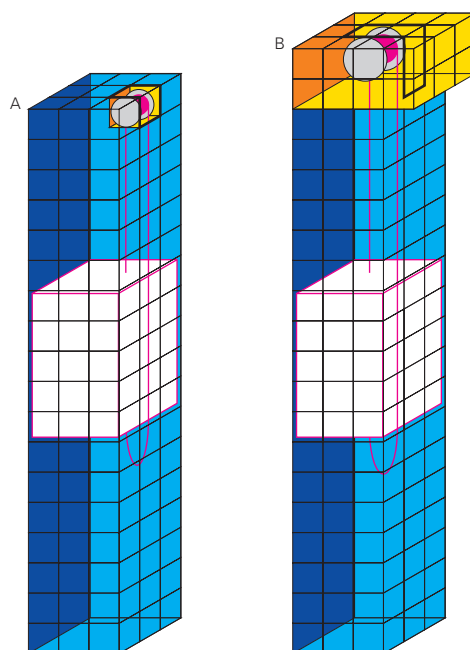
**2 Traditional machine room with elevator control in foreground at right, and elevator drive in background at left**

### Positive impact

- Material intensity
- Energy intensity
- Toxic dispersion
- Recyclability
- Renewable resources
- Durability

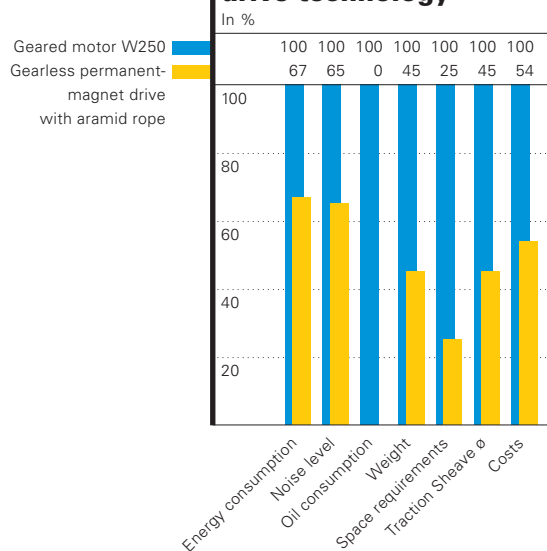
## Elevator systems

- A Without machine room  
B With machine room



Hoistway sketches for elevator systems with (right) and without (left) machine room. The space saving shows up clearly

## Eco-efficient drive technology



# World premiere: Miconic 10 hall call destination system

Traditional elevator control systems function on the basis of car calls. A button is pressed to call the elevator to a particular floor. Passengers only select their destinations when they are inside the car. The car stops at each floor a passenger has chosen.

The Miconic 10 hall call destination system developed by Schindler already registers passengers' desired destinations when they call the elevator. Instead of just pressing a button, passengers input their destinations on a decimal keypad. The computer registers the destination, and indicates via an illuminated display and/or voice synthesizer which car the waiting passenger should



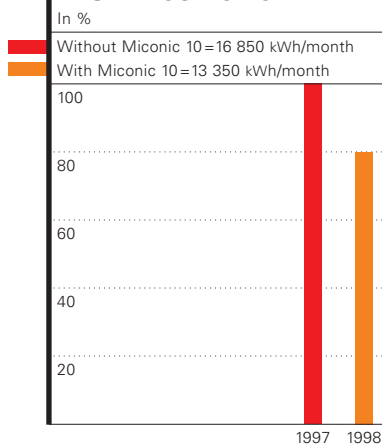
use. Passengers for the same destination are assigned to the same car. The system reduces the number of stops and avoids unnecessary empty trips. Transportation capacity is increased by up to 80%, and passengers reach their destinations faster. This means that in large buildings the same transportation capacity can be provided with fewer elevators.

The hall call destination function can be added on to any type of Miconic control system. It brings a major improvement in performance with only minimal extra material.

Additionally, Miconic 10 provides handicapped passengers with special advantages: e. g., it recognizes blind passengers by their magnetic elevator cards, and voice-announces the car they should take. Passengers with walking difficulties or in wheelchairs can use their elevator cards or press a special button to order a "taxi ride" and make the elevator doors stay open longer.

**1 With the Miconic 10 hall call destination system, the floor number is input before the elevator is entered. As the picture shows, the input terminal can also be located at a distance from the elevator**

## Energy savings with Miconic 10\*



\* Example showing the energy savings after modernization with Miconic 10. The Centre Financier office building in La Source, France, has 6 elevators.

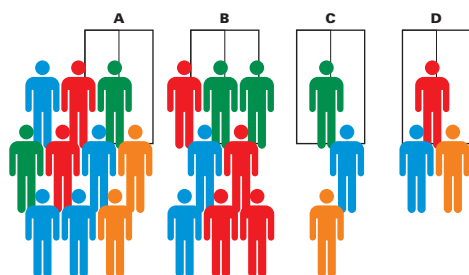
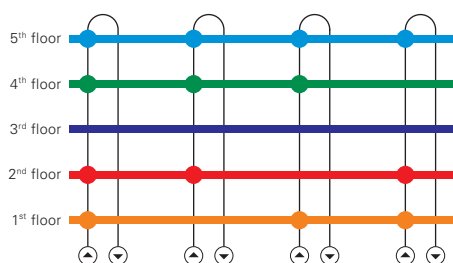
## Positive impact

- Material intensity
- Energy intensity
- Toxic dispersion
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- Renewable resources
- Durability



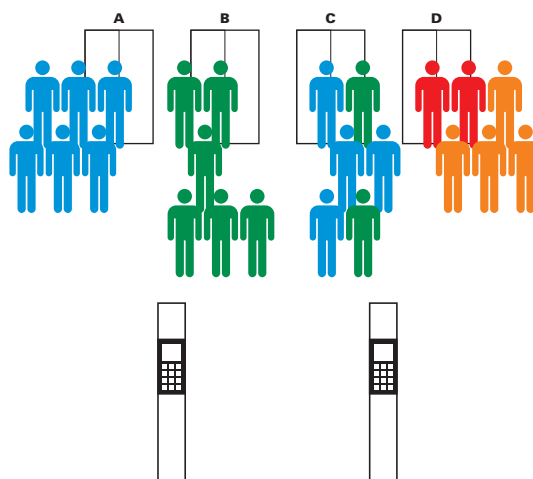
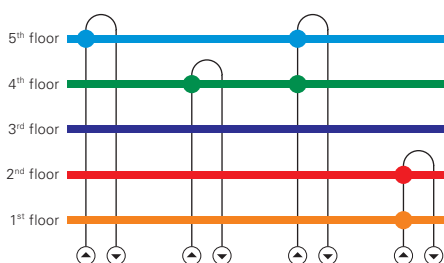
### Conventional elevator control\*

Elevator	A	B	C	D
User	10	8	3	3
Stops	4	3	3	3



### Miconic 10\*\*

Elevator	A	B	C	D
User	6	6	6	6
Stops	1	1	2	2



- With conventional elevator controls passengers enter the first available car, no matter which floor they are traveling to. With this system, the car stops many times before it is free again.
- With Miconic 10, passengers are grouped before they enter the elevator. Passengers traveling to the same floor reach their destination directly without stopping. Fewer floors are traveled to, and the car becomes free again sooner.

# Generate electricity while riding the elevator

Schindler elevators can use recuperation to feed energy back into the power supply when they brake traveling down and – thanks to the counterweight – when they travel up with only a light load.

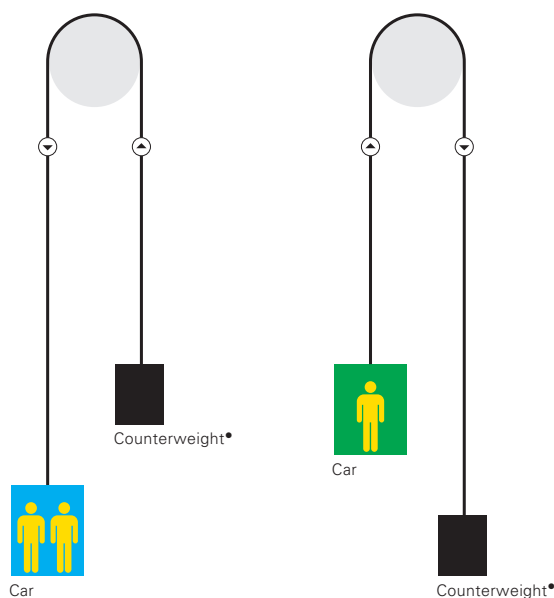
This technology can reduce an elevator's energy consumption by about one quarter.

As well as reducing energy consumption directly, recuperation also brings an indirect reduction: because the energy is recuperated, less heat is produced. This reduces the cooling needed in the machine room.

The ecological advantages of energy recuperation are unchallenged. From today's economic standpoint, it is mainly of value in high-performance installations.

## Energy savings with recuperation

- Braking while traveling down
- Traveling up with light load



\* Weight of counterweight = weight of car + ½ maximum load

## Positive impact

Material intensity

● Energy intensity

Toxic dispersion

● Recyclability

Renewable resources

Durability

# Information technology improves servicing efficiency

Developments in information and communication technologies open up completely new possibilities in servicing. In this area all efforts have one common goal: to have the right person in the right place at the right time with the right material.



1



2



3

Wherever possible, Schindler's modern components are fitted with sensors. This makes preventive servicing of such parts possible. They can be replaced when their performance deteriorates. The benefit for the environment: components are replaced with optimal timing.

Electronic diagnosis enables the service center to immediately dispatch the right specialist with the right material. This avoids unnecessary journeys, which reduces the fuel consumption of the service fleet.

**1 Service requests arriving at the service center are transferred electronically direct to the service technician in the field**

**2/3 The service technician has a WAP mobile telephone which displays the service requested and relevant data for the elevator. He can call up additional information online from the SAP system**

## Positive impact

- Material intensity
- Energy intensity
- Toxic dispersion
- Recyclability
- Renewable resources
- Durability



# World premiere: adaptable-speed escalator

## Escalators: reduce speed, save energy

The new Schindler 9300 generation of microprocessor-controlled escalators is fitted either with a frequency converter or an energy-saving mode.



1



2

### Crawling with frequency converter

The escalator runs at full speed when loaded with passengers, but automatically reduces speed to a crawl when running empty. In the crawl mode energy consumption can be reduced by up to 30% and the peak current by up to 80%.

### Energy-saving system

With heavy traffic the escalator runs in standard mode but automatically switches to an energy-saving mode when traffic is light. This allows energy savings of up to 30% with almost no speed reduction.

1/2 Infrared sensors (small black spots) in the handrail entry of the escalator detect approaching passengers and switch the escalator from an energy-saving crawl to normal speed. If no further passengers approach within a certain period of time, the escalator switches back to a crawl

## Positive impact

Material intensity

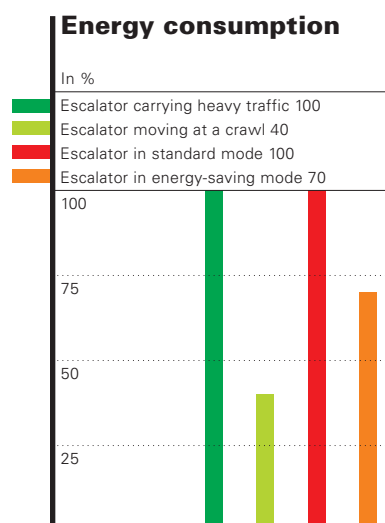
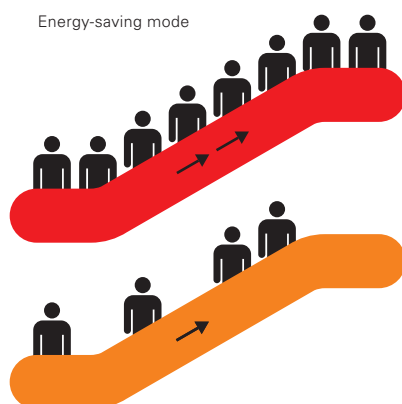
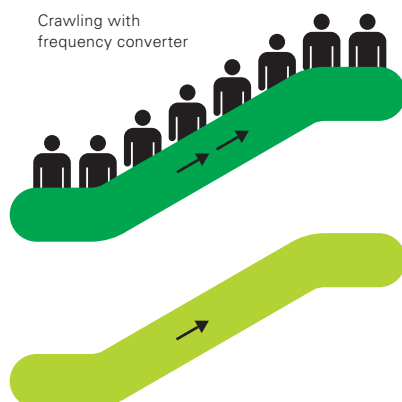
● Energy intensity

Toxic dispersion

● Recyclability

Renewable resources

● Durability



# The life cycle of a Schindler elevator

For commodity elevators and escalators, which make up 90% of sales by volume, comprehensive life cycle assessments (LCAs) have been carried out. They confirm that the Schindler strategy used to develop new products is successful not only economically but also ecologically.

Schindler's objective is to implement effective and efficient improvements in technology and organizational processes during the development phase of a product, which reduce the environmental impact of the product during the subsequent phases of its life cycle. This proactive strategy is more effective in saving time and reducing costs than intervening when energy and disposal costs, material costs, investments to conform with environmental requirements, or loss of image due to environmental damage reduce the company's competitiveness.

Life cycle assessment is used to identify and evaluate relevant environmental aspects throughout the lifetime of the product, from procurement of raw materials, through production and use, up to disposal or recycling of components and materials. This ensures that potential ecological improvements are identified in all the phases of an elevator's life cycle. This data forms an important basis for a focused environmental strategy.

It ensures that scarce financial resources are used efficiently where they are most needed.

Life cycle assessments of the most representative commodity elevators indicate that the relevant environmental impact occurs during the phase when the elevator is used, and when the raw materials are procured. By comparison, the phases of manufacturing, distribution, installation, and disposal if done according to Swiss regulations are of minor significance.

In the utilization phase the energy consumption plays a decisive role (the electricity used for the drive, control system, car lighting, door drive, and various fans).

The efficient use of energy during the elevator's utilization phase, as well as the raw materials and semi-finished products to be used, and therefore their disposal or recycling, are specified by Corporate Product Development. Use of state-of-the-art technologies and pollutant-free materials, development of intelligent concepts for control systems, and attention to the interactions between product components make a significant contribution to an eco-efficient design of the elevator or escalator. Central considerations are the availability and safety of the installation in operation.

Schindler already concentrates on optimizing the operating phase of the elevator's life cycle while it is being developed. This creates a better product, which is less expensive, protects the environment, and brings additional customer benefits.



## ISO 14001 certification for Corporate Product Development

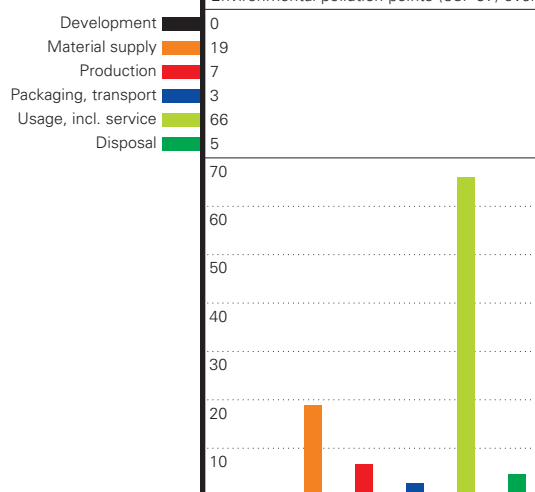
With elevators and escalators, the biggest leverage for reducing environmental stress, while at the same time increasing customer benefits and thereby also corporate value, occurs in the utilization phase. For this reason, in the reporting year Schindler obtained its first ISO 14001 certification for the Technology and Strategic Supply Management area of Corporate Product Development, thereby anchoring the guiding principles of eco-efficiency in the process for developing new products. However, it is a natural feature of products with long service lives that it takes a long time until old products are replaced by new ones. For this reason, progress with eco-efficiency is not so rapid, even though Schindler has completely renewed its range of products.

**1 ISO 14001 certificate for Corporate Technology and Strategic Supply Management**



### Life cycle analysis of a standard elevator

Environmental pollution points (USP 97) over 30 years in %



## Act locally

The life cycle assessment shows that for elevators the environmental impact of the production phase is minimal. Even so, at all Schindler manufacturing plants efforts are constantly being made to improve the environmental situation. Compliance with local environmental regulations is a matter of course. Beyond this, all over the world Schindler uses only water-soluble paint, gas instead of oil for heating, and all production plants have waste management programs. In the USA, the environmental performance of a Schindler plant won a special award.

### Environmental award for Schindler Gettysburg

In 1999 Schindler Gettysburg won the Business Environmental Stewardship Award presented by the Chamber of Commerce. The award was for the following environmental performance parameters:

- Continuous monitoring and evaluation of environmentally relevant data
- Professional waste management
- Permanent environmental training of employees
- Massive reduction of air-polluting emissions
- Use of solvent-free paints
- Use of solvent-free adhesives
- Recycling of paper, metal, oil, fluorescent light tubes
- Waste water purification



**1 Employees of Schindler Gettysburg proudly display the Business Environmental Stewardship Award presented by the Local Chamber of Commerce (from l. to r. Ken Farabaough and John McKenna, representatives of the Chamber of Commerce, James Overby, Phyllis Chant, Doug Miller, Schindler Gettysburg)**

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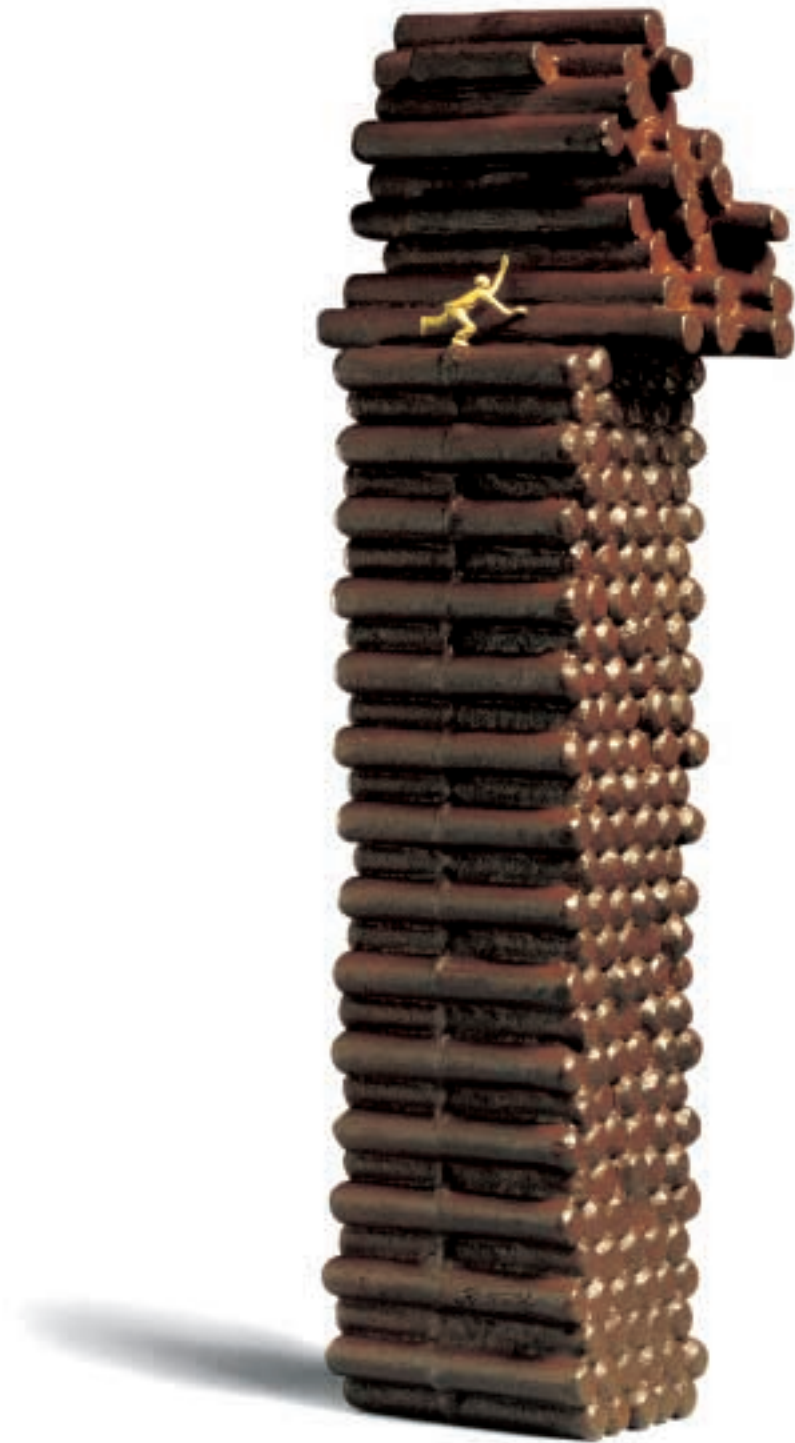
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"Focus, alignment and clarity lead  
to solid results."  
Alfred N. Schindler

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